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Author:

Sharton, Alexander R.

Title:

Accomplishments of  
advertising

Place:

[New York]

Date:

[1936]

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MASTER NEGATIVE #

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Sharton, Alexander R  
Accomplishments of advertising, by Alexander  
R. Sharton ... and Harry W. Stenerson ...  
New York, 1936,  
30 p. illus. 34cm

"A second series of articles from the Journal  
of commerce of New York."

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FILM SIZE: 35mm

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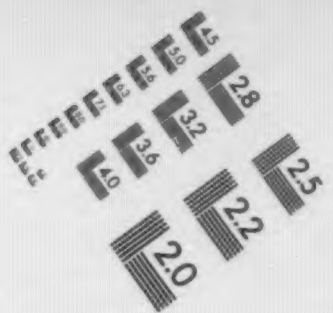
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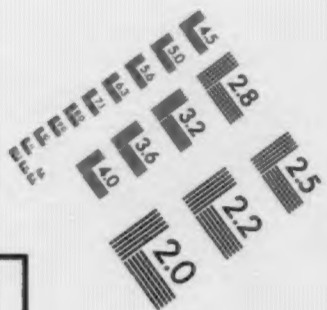
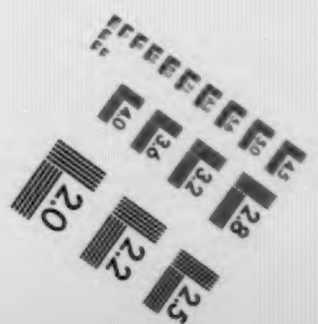
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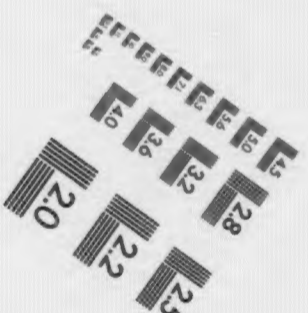
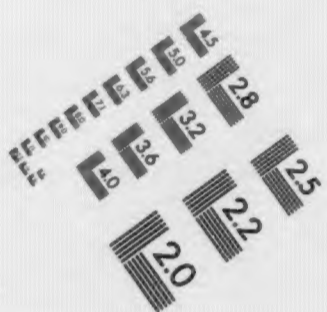
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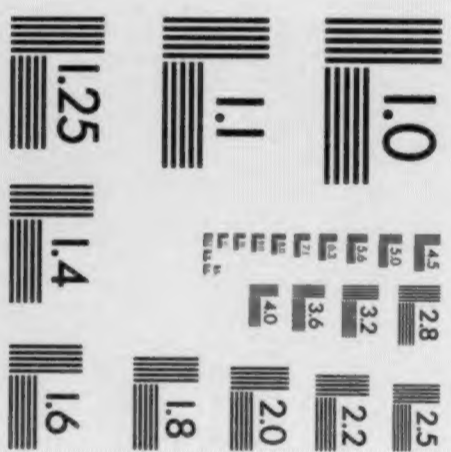
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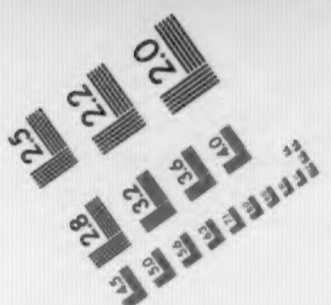
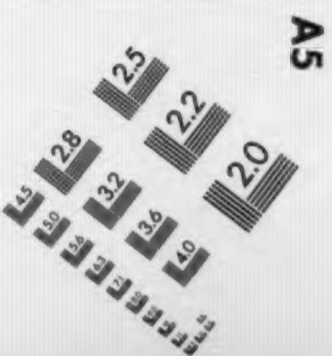


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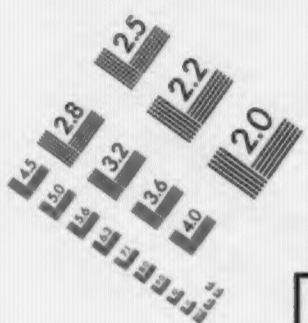
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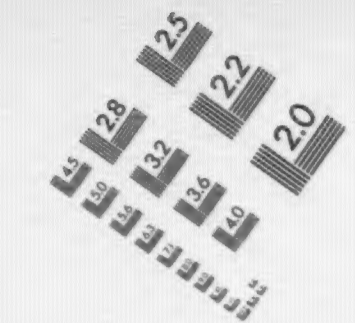


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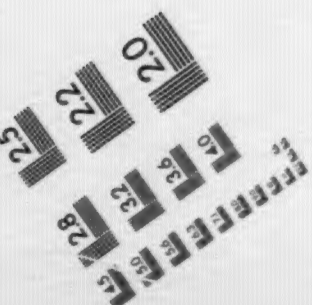
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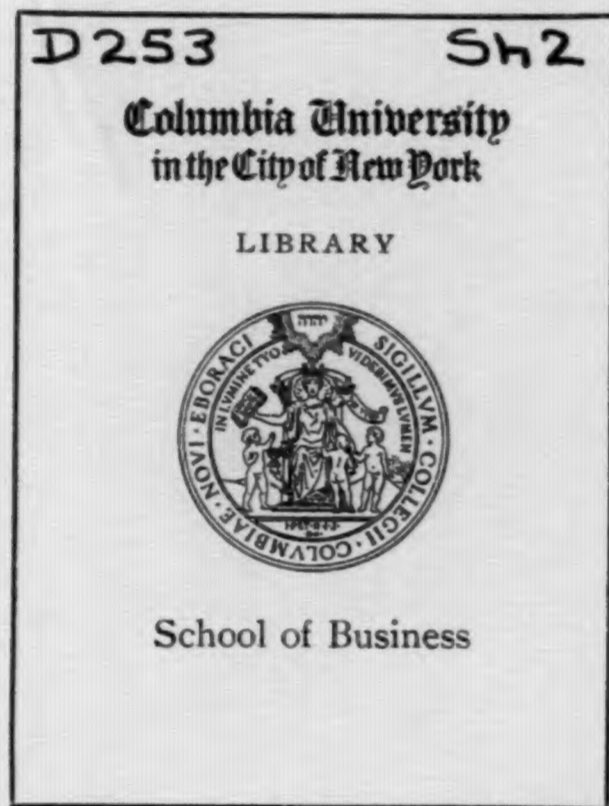
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# Accomplishments of Advertising

By  
Alexander R. Sharton  
and  
Harry W. Stenerson



New York, 1936  
VOLUME II



Accomplishments of Advertising

COLUMBIA  
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By

Alexander R. Sharton, Publisher

and

Harry W. Stenerson, Market Editor

*The Journal of Commerce*

A Second Series of Articles From  
*The Journal of Commerce of New York*

Price 50c

1.

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# FOREWORD

Advertising technique, like other more advanced arts, can be studied best through observation of the best available models.

The authors of this brochure were privileged to present to the advertising and business public last year a series of nine advertising histories of corporations that have already established themselves among the classic successes of modern advertising.

The widespread interest evoked by these studies has encouraged the preparation of this second series of thirteen additional and outstanding case histories that illustrate the Accomplishments of Advertising in American business.

Time was when the economic basis of advertising was seriously questioned by students of economics. There is fairly general agreement now, however, that advertising, as much as any other single factor, has made possible modern economic organization. It has opened the way for large-scale production and distribution, and thus the general application of modern technology in industry and trade. The economies made possible by such large-scale methods have paid for the cost of advertising several-fold.

The study of the art of advertising was hampered in earlier days by the necessity many writers felt themselves under of defending and apologizing for their craft. We feel there is no need to pursue that debate further, for events have amply demonstrated the value of this indispensable adjunct to modern merchandising. There is much more to be gained from broad studies of advertising policies and methods as pursued through the years by particular concerns, such as those contained in the following pages.

Again, the preparation of these articles would not have been possible without the whole-hearted co-operation of the many prominent advertising agencies and their clients who were more than generous with their time and efforts in giving us aid. Grateful acknowledgment is here made of their help.

ALEXANDER R. SHARTON.  
HARRY W. STENERSON.  
New York, June, 1936.

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The Journal of Commerce  
and Commercial  
New York

# General Mills, Incorporated

"Eventually, Why Not Now?"

## ARTICLE I

A FAMOUS advertising line familiar to everyone today, but not to Cadwallader Colden Washburn, founder of the Washburn-Crosby Co., major-general in the Civil War and later Governor of the State of Wisconsin. As the war was being terminated in 1865 at Appomattox, however, General Washburn very likely had a clear idea of the flour milling concern he was to organize, and the mill he was to build, hard by the Falls of St. Anthony in the city of Minneapolis, in 1866.

No picturesque flour mill with a churning water wheel was Governor Washburn's establishment. But within its six-story stone structure, the "B" mill, largest of its kind west of Buffalo, was installed the latest machinery then known to the milling industry. Tunnels were constructed to convey the power of the rushing water to a wheel pit under the mill. "Washburn's Folly," they called it, not adequately recognizing Governor Washburn's New England determination to go through with a thing once started.

### The Governor Takes a Partner

Within a short time the mill at the Falls of St. Anthony was producing 12 "run of stone" daily, equivalent to about 840 barrels of flour, a white, speck-free product for which Eastern mills had been getting a premium. The business grew as partnerships and operating arrangements were entered into, and in 1877 from Maine came rugged and outspoken John Crosby to join Governor Washburn and the latter's brother, William D. Washburn, in the famed association of Washburn-Crosby Co.

The reason that flour from Eastern mills sold at a premium over flour from the West, in the Fifties and Sixties, was that it was whiter, being made from soft winter wheat. When the middlings purifier was introduced about 1871, it became possible to produce white flour from hard spring wheat. Before the introduction of the middlings purifier, spring wheat flour, while sold to some extent in the East, was at a price disadvantage.

## Washburn-Crosby's Flour is used Exclusively

at the World's Fair, Chicago, by the Wellington Catering Co. and the Original Vienna Model Bakery. Notice the DELICIOUS BREAD AND ROLLS served at these famous Bakeries. Write WASHBURN-CROSBY CO., Minneapolis, Minn. For World's Fair Souvenir Booklet FREE.

The first Washburn-Crosby Flour appeal to the consumer, published in the Ladies Home Journal, issue of September, 1893, a year of panic and industrial dislocation. Note the mention of two prominent bakeries in this early effort who use the advertiser's product—an idea which has been enlarged upon considerably since that time by other lines of industrial advertising.

### An Explosion—Flour That Won Medals

How the middlings purifier was introduced, how the mills in the organization were further modernized in 1879, through adoption of the automatic rollers, reconstruction following the catastrophic dust explosion which completely wrecked the huge "A" mill in 1878, and how the management passed into hands of other noted millers, notably James S. Bell, all provide major events in the history of the company before 1900 was reached.

The Washburn-Crosby advertising history started in 1880 when gold, silver, and bronze medals were awarded the company for three



The period 1922-1925 finds Washburn-Crosby employing the recipe idea and the "eventually" line in newspapers and magazines. Omitted from the above advertisement is a strong selling argument, followed by two cake recipes from the company's "Educational Department." In printed form these are clipped and saved by housewives who now find "copying" of recipes with pencil tedious, and no longer novel. "Betty Crocker" recipes also go into flour sacks, and Gold Medal magazine appeals to the housewife, in color, stress the economy of using a better grade flour.

types of flour shown at the Millers' International Exposition. The award naturally suggested "Gold Medal" as a brand name, and in 1893, 50 per cent of the Washburn output of family flour went to the market under that name. Other grades were "Extra," "Parisian," "Triple Extra," but sales appeal was concentrated mostly in Gold Medal, a uniform combination of flour from many kinds of wheat.

Wheat from one growing section will vary from year to year; maintaining the uniformity and baking qualities of Gold Medal flour is therefore a foremost laboratory endeavor of the company, and this explains the phrase "Kitchen-tested," usually appended to Gold Medal. At the mills the uniformity is safeguarded by more than 100 operations employing synchronized machinery.

### Do Printers Ink and Flour Mix?

The year 1893, one of panic and industrial dislocation, found the national advertising of the company modestly started with a small advertisement in The Ladies Home Journal. "Washburn-Crosby's flour," it proclaims meekly from the bottom of a column, "is used exclusively at the World's Fair," by two bakers mentioned in the ad—twenty-seven years after the water wheel started spinning at the Falls of St. Anthony. Millers were slow to appreciate the value of mixing printers ink with their product, says William C. Edgar, in his book, "The Medal of Gold." The consuming public was reached through commission merchants and brokers, who sold to wholesalers and bakers who, in turn, sold to the retailers. Thus, he shows, the miller had few direct buyers, and consumers as a rule seldom knew who made their flour. The miller's publicity was the name on his mill and the stencil on the barrel-head.

### The First Advertising Contract

The first regular advertising contract was given by the company to a trade publication, The Modern Miller. It called for a

Enough money was now being spent on advertising to justify an advertising director. Washburn-Crosby chose, fortunately, Benjamin S. Bull for this post. And in 1907 Mr. Bull, appreciating the value of a catch-phrase in advertising, devised the line, "Eventually—why not now?" At first it ran into criticism. It was a meaningless question, some said, and instead of stating a fact it implied a doubt. But Mr. Bull asked the question from newspapers, magazines and billboards the country over and Gold Medal sales grew. It crept into conversation. To merely utter "eventually" would invoke the response, "Why not now?," and the phrase invariably was associated in the mind with the product it advertised.

With Mr. Bull now directing advertising, Washburn-Crosby expenditures amounted to \$500,000 annually. In 1909, over \$800,000 was spent for this purpose, and appropriations were steadily increased during the period from 1910 to 1917, which latter year found them passing the \$1,000,000 mark. The "eat-more-wheat" campaign, supported by James Ford Bell, vice president, got under way in 1923, and was followed up vigorously. In 1924 Washburn-Crosby became the owner of radio station WCCO at Minneapolis.



Gold Medal advertising adapted itself readily to the advances and style trends in consumer copy. In 1922 the appeals were addressed directly to the housewife, stressing the recipe idea in women's magazines. The hard working "Eventually" line was retained but no longer emphasized. What the home baker could do with "Kitchentested" flour was the major theme.

"Dominant advertising of quality has created an overwhelming consumer preference for Gold Medal," says Samuel C. Gale, present director of Washburn-Crosby advertising, in a broadside portfolio, "Deep Roots," in which are given sworn figures to prove this assertion. Leadership of Gold Medal is shown by magazine, newspaper, and university surveys.

The Washburn-Crosby Co., with mills at Minneapolis, Buffalo, Kansas City, Chicago and Louisville, was the nucleus of General Mills, Inc., incorporated in 1928 to take over these properties, as well as the Royal Milling Co., Great Falls, Mont.; the Rocky Mountain Elevator Co., Great Falls; the Kalispell Flour Mill Co., Kalispell, Mont., and the Red Star Milling Co., Wichita, Kan.

This consolidation permitted economies in operation, reductions in administrative and overhead costs, and the improvement in merchandising which comes with centralization of ownership. At the same time the management of each unit was placed in the hands of experienced mill executives identified with the unit prior to consolidation. Overproduction of flour in the nation dictated the General Mills policy of acquiring existing mills rather than the erection of new ones, and to continue their activities under previous managements whenever possible.

To the original properties, therefore, have been added the six mills of the Kell group in Texas and Oklahoma, the Larrowe Milling Co. at Detroit, and the Sperry Flour Co., with mills at Vallejo and Los Angeles, Calif.; at Ogden, Utah; Portland, Ore., and at Tacoma and Spokane, Wash.

In August 1934 James F. Bell resigned as president of General Mills, Inc., to become chairman of the board, and he was succeeded as president by Donald D. Davis.

## ARTICLE II

WE are told that the difference between rayon, silk and cotton is a chemical one. Rayon is produced from spruce chips or cotton linters through chemical processes; the silk-worm and the cotton gin provide the other two. There is a difference also in the rayons produced. World production is largely of the viscose type (85 per cent), with cellulose acetate (12 per cent), and cupramonium and nitro-cellulose making up the remainder.

Interesting and varied is the marketing and merchandising of this miracle of the textile fiber world, which is transformed into articles of everyday wear, home furnishings, and into glamorous creations of fashion. For the purposes of our discussion we will set apart the American output and examine the highly successful merchandising and advertising program responsible for the marketing of the bulk of that rayon.

The plan was evolved by the merchandising division of the Viscose Co., a pioneer in rayon production which opened a plant as far back as 1911 at Marcus Hook, Pa. In those teething days of the rayon industry it soon became apparent that quality standardization was necessary if rayon was to establish itself as a textile material.

By 1920 rayon had found its way into the manufacture of a wide variety of merchandise, but dissatisfaction was developing with a number of fabrics made from rayon yarns. It was in 1930 that the Viscose Co.'s merchandising arm, under the able direction of Mr. John A. Spooner, evolved after a good deal of study and research a method of marketing Crown Rayon Yarns, the name of the Viscose products, whereby the ultimate consumer could be assured of quality in the finished product.



It will put you right at the Captain's table... it will put you across the country club... It is our newest fashion star! Boldly striped, Davenport Mesh, is a Seavoy creation teamed with infinite finesse, of Crown Rayon, the NEW Rayon of Fashion, and, identified by the Crown Tag, it will see you through many a season.

ARE THERE IN YOUR FIRM? Also - **WILL BE SOON CO** - Indianapolis, **BOHANNAN PAPER & CO.** - Philadelphia, **JOHN CAMPBELL** - Washington, D. C., **CAMPBELL INDUSTRIES** - Boston, **ANDERSON & CO.** - New Orleans, **QUINCY MARR** - St. Cleveland, **MCCORD & CAMPBELL** - San Francisco, **BOHANNAN PAPER CO.** - Dallas, **BCH'S, INC.** - Atlanta, **STANLEY HARRIS** - Chicago

**"A FABRIC CREATED BY CROWN RAYON" - IT'S NEW**

The mark of Crown Tested Quality on Curtains and Draperies is your guide to fabrics of first style importance, creations of the leading textile manufacturers, that have been check-tested and approved by the official laboratory of the National Retail Dry Goods Association for:

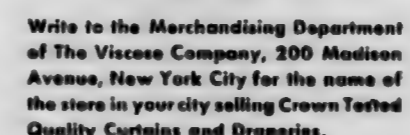
**1. SUN FAST COLORS.** Under the fadeometer for a minimum of 30 consecutive hours the rich beautiful colors must prove unfading before the mark of Crown Tested Quality is awarded to Curtains and Draperies.

**2. DRY CLEANABILITY.** This test proves that Crown Tested Quality Curtains and Draperies will not stretch, shrink or fade . . . that they will come home from the cleaners "good-as-new."

**3. FABRIC PURITY.** Crown Tested Quality Rayon Curtains and Draperies are free from weighting and adulterants that would tend to shorten their life of service and beauty.

**4. FABRIC CONSTRUCTION.** Uniform in their flawless weave and tensile strength, Crown Tested Quality Curtains and Draperies will keep their superb draping quality and evenness of pattern.

These are the reasons why leading decorators *prefer* and you will *want* Curtains and Draperies of Crown Tested Quality...identified by the "Sterling Mark" of the Fabric World.



Presenting the case for Crown Tested Quality rayon to the consumer in an "institutional" advertisement. Basic tests which the fabrics must pass in order to merit the label provide four strong selling arguments in the copy. Not shown here are four half-tones, placed above and below the copy, illustrating the tests.

Such a program, designed to achieve consumer satisfaction, would naturally start with the rayon yarn itself, and the quality and

A specific consumer appeal made with a ready-to-wear garment, linking the rayon, the designer, manufacturer and the Crown Tag. The smaller type below lists eleven stores in as many cities which are selling the garment pictured. Copy of this sort is placed in women's magazines, smart weeklies, rotogravures.

uniform character of Crown Rayon Yarn was the first concern of the Viscose Co. And although it was essentially a manufacturer of the raw material, its supervisory interest in the rayon would have to follow through until it was placed in the hands of the final consumer. The five great plants of the Viscose Co., strategically situated to serve a nation-wide market, have been called models of efficiency and scientifically controlled processing. Once the yarn left these plants, however, the Viscose Co. might be said to lose direct control over its product.

Direct customers of the Viscose Co. are weavers and knitters who produce rayon cloths either of knitted or woven construction. The problem faced by Viscose in 1930 was to effect a system of indirect control over quality that would be acceptable to these weavers and knitters; also to converters, manufacturers and retailers. The plan could not be made a condition in Viscose yarn contracts, customer participation was necessary, but would have to be voluntary on their part.

A good deal of spade work would have to be performed at first. Prejudices had to be overcome. Standards would be worked out for fabrics, and these would have to be acceptable to the manufacturing clientele. Once these were set up a competent and disinterested laboratory would subject samples to scientific and indisputable tests. The approved product would then be identified in an unmistakable manner for the benefit of manufacturer, retailer and customer. It remained to tie the quality control plan to advertising sufficiently broad and sustained to reach all of the parties concerned, weaver to wearer.

Mr. Gordon E. Hyde, of J. M. Mathes, Inc., will tell you that the operation of the whole idea, known as the Crown Quality Control Plan, is essentially simple—a foremost reason for its success. At

the writer's request he has prepared the following lucid outline of its administration:

1. The Viscose Co. sells Crown Rayon Yarn of both types (viscose and acetate) to weavers and knitters.

2. These weavers and knitters in turn produce the cloth in the greige and either convert it themselves or sell it in the greige to converters and manufacturers.

3. It is when the cloth made of Crown Rayon Yarns (viscose or acetate type) reaches the state of a finished fabric, that the Crown Quality Control Plan starts to operate.

4. The converter or manufacturer voluntarily submits fabrics to the Viscose Co. for tests. These fabrics in turn are sent to the Better Fabrics Testing Bureau, official laboratory of the National Retail Dry Goods Association, where they are carefully tested for the following points:

Tensile strength, wet and dry; resistance to abrasive wear; seaming and stretching qualities; color fastness; shrinkage in laundering or dry cleaning, and many other points of wear.

5. If the fabrics pass these tests, a converter or manufacturer may then sign a contract with the Viscose Co., and become a licensee under the Crown Quality Control Plan.

6. With the signing of the contract, the licensee is then permitted to identify with the mark of Crown Tested Quality, that specific fabric which has passed the laboratory tests.

#### An Effective Sales Tool—The Ad Program

The Crown Tested Quality identification is a valuable sales asset, according to Mr. Hyde, to the merchandise of converters and manufacturers and to all classes of rayon articles made from Crown Rayon Yarns. The retail store is thoroughly canvassed, and from the executive management down to the clerk on the sales floor, the importance of the plan as a sales tool is fully developed. Returns, one great problem of department stores, are cut to a minimum and mark-downs are lower.

The advertising of the Viscose Co. can be divided into four basic parts:

1. Consumer-institutional copy appears in magazines of large circulation in the home furnishing and piece goods fields, explaining

to the customer the meaning of the Crown Tested Quality mark, and interpreting laboratory tests given the fabrics so identified.

2. Consumer-specific. Portrays the finished garments, mentions the manufacturer by name, and the Fifth avenue department stores or specialty shops selling it, along with specific prices. Tied up in unobtrusive fashion with the Crown Tested Quality argument, this copy goes to Vogue, Harper's Bazaar, the New Yorker, Sunday rotogravures.

#### Licensees Assisted in Selling

3. Trade-specific. Features the merchandise of licensees under the Quality Control Plan, assisting them in selling the value of the Crown Tested mark to their ultimate market, the department stores.

4. Trade-institutional. This advertising is more general in nature and is especially directed at the retail store and indirectly at the converter and garment manufacturer. It explains the value of the consumer advertising on Crown Tested Quality and illustrates how the use of the symbol will stimulate more profitable operation of piece goods, home furnishing, ready-to-wear departments.

5. Industrial advertising. Directed at the Viscose Co.'s primary customer for yarn-weavers and knitters. It sounds a major chord on Crown Rayon Yarn qualities, availability of supply, the technical service co-operation Viscose can extend its primary customers.

#### Prejudice of Retailer Overcome

Six-year operation of the Crown Tested Quality Plan has brought gratifying results to the Viscose Co. and more than seventy of its licensees. Sales organizations have been carefully coached and made to realize the asset and sales value of the mark in merchandising. The natural prejudice of retail stores to identification tags was overcome and the end of the year will find more than fifty leading department stores with Crown Tested Quality sections in piece goods and home furnishings departments, identifying the merchandise with labels provided for the purpose.

Thus the Viscose Co., through this novel and thoroughly practicable merchandising and advertising program, promotes not only the sale of its own product—Crown Rayon Yarn—but that of its customers and in turn their customers. The essentials of the plan have served as a model merchandising method for other branches of the textile industry. That is an unmistakable tribute to its efficiency.

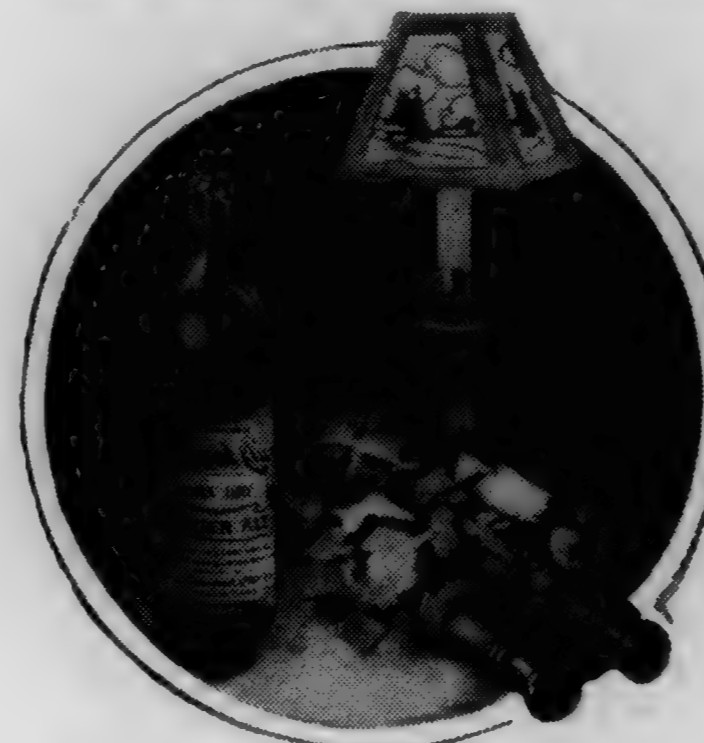
## Clicquot Club Company

### ARTICLE III

SOMEWHERE in the previous series of articles appeared the phrase, "Truth in advertising implies honesty in manufacture." H. Earle Kimball fully recognized that fact when he launched his advertising for Clicquot Club products in 1907, after taking over the management of the Clicquot Club Co. in 1901. He scrupulously observed a policy of honesty in every phase of its activities; in manufacture, sales and advertising; and through a dynamic personality developed a somewhat localized carbonated beverage firm into a business of national importance.

A cider press operated in the town of Millis, Mass., by Henry Millis (the town was named for his father), squeezed out a cider that brought recognition to its owner and launched the Clicquot Club Co. on its way in 1885. Millis installed machinery for carbonating his product; later went in for production of ginger ale, sarsaparilla and other soft drinks to keep the carbonator busy when the cider season ended.

The products were marketed under the name of Clicquot Club; "Clicquot" being derived from a French champagne, "Club" being added for its suggestion of congeniality. Bottles were soaked in a tub, washed and labeled by hand, gold foil applied, and finally wrapped in colored tissue papers. That was around 1893 when sales were made within a fourteen-mile radius. The first large shipment, fifty cases, went forward to



### Clicquot Club

(Pronounced "Click-O")

#### Ginger Ale

is a most delicious and pure Ginger Ale. Produced with scientific care and accurate judgment. Of pure water, sugar and ginger, it is always the same.

If your dealer has it not, let us know

Clicquot Club Co., Millis, Mass.

One of the early Clicquot Club magazine efforts, published in 1909, which associated its product with good living.

Brownell & Field, Providence, R. I.

The mention of Providence brings us back to Mr. Kimball, where Clicquot Club's venturesome and courageous executive was born and bred. A few years after he had taken over its management, around 1905, production was around 4,000 cases a month, and we shall now examine the interesting advertising campaign which sent that annual sales total up to almost 2,000,000 cases.

Long before the enactment of food and drug legislation Mr. Kimball had placed both advertising and labeling of Clicquot Club Products on a basis of unobtrusive truthfulness. The "pint" bottle, now a standard, is credited to the company. Originally labeled fifteen and one-half ounces, the bottles actually contained sixteen ounces of fluid, and they were so designated. Mr. Kimball was engaged in an effort to make his ginger ale a national drink, but he was determined to do it honestly.

Clicquot was fortunate in its advertising manager, Edward S. Pierce, who for some reason in the company was referred to as the "young Bolshevik." Pierce saw the worth of newspaper and magazine advertising, but at the outset of the national drive sought to place his appeal before a select audience. Frank Munsey had intrigued him with the class circulation he had built up and Pierce

mapped out a magazine campaign, designed to reach 6,000,000 readers a month.

#### A Drive for a Larger Market

A staggered schedule of copy was decided on for a select list of magazines, and for the Clicquot Club Co., whose market then was confined to New England and some thirty jobbers in New York, this created the impression of large and sustained advertising, although it was aimed at the territory then covered. The fact that Clicquot was going after a large market through twenty-five magazines with a circulation of 5,844,000 had a stimulating effect upon that trade. Salesmen showed the advertising to retailers and jobbers; a letter to the firm's dealers said that such a campaign cannot help but "produce a decided increase in requests for the article advertised."

That assertion was amply fulfilled. During 1906 Clicquot shipped 80,305 cases of ginger ale to its trade. The broader appeal got under way in 1907, and stimulated by its first national campaign sales for that year ran up to 126,053 cases, an increase of 56.9 per cent. Neither Mr. Kimball nor his advertising manager had looked for any sensational response to one year of advertising, and after this gratifying result went ahead with plans for even larger expenditures.

#### The Original Theme—A Name That "Clicked"

First, let us examine this advertising that Clicquot found so effective. Its original theme was "Drink, Pretty Creature, Drink," the illustrations featuring a girl and Clicquot Club Ginger Ale. Another appeal was "The Only National Ginger Ale," Clicquot's only serious competitor selling an imported product. In the copy were such sustaining phrases as "Always the Same," "Pure Water," "Real Ginger," and "Doctors Recommend it for Children." On the company's property water is drawn crystal-clear from deep rock



### A PLACE IN THE SUN

Sootier or later, on any day spent on the open sea, the sun is a friendly hand on the forehead of the sunbather. Then to the sun to enjoy with salt, the glass . . . a bowl of glowing ice, perhaps . . . and chilled, cheering bottles of Clicquot Club Pale Dry.

Who could describe this intoxicating flavor . . . respectively. There is enough water in every two of three bottles to make a drink on every day. Then can be had at your dealer's, else by . . . Clicquot Club Company, Millis, Massachusetts.

Clicquot Club Pale Dry—really dry ginger ale—contains full power and full spirit, 100% and 100% respectively. There is enough water in every two of three bottles to make a drink on every day. Then can be had at your dealer's, else by . . . Clicquot Club Company, Millis, Massachusetts.

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sources, meeting Government requirements without chemical treatment.

Clicquot's advertising manager, in other words, had little to start with in 1907 aside from a product, a package, and a name that stuck in the memory like a thistle burr. For the time he would not do much more than describe the qualities of the ginger ale; no reference at this time was made to other flavors. So great was the faith of the company in its advertising, however, that it felt justified to advance the price of the product.

In 1908 Clicquot Club extended its media list and increased its expenditures to \$14,008.36. Employed were nineteen national magazines, one weekly, trade papers, and three months' space in Swan's list of Maine weekly newspapers. Providence daily newspapers also were used. Mr. Pierce today treasures a letter he had received from a Maine temperance weekly which refused to run Clicquot Club copy because the name was too "odorous" to them. Illustrations in advertising copy were now seeking to create an impression of high class home living and to associate such an impression with the product. On the table with the attractive Clicquot Club bottle, therefore, we find a shaded lamp, opera glasses, roses.

#### Media Further Extended—Sales Grow

Nineteen hundred and nine found the media extended further to include thirty-four national publications. Appropriation for advertising, the cost of art work, electros, etc., came to \$18,443.51. The company's shipments rose to 137,359 cases, a gain of 21.8 per cent. It is at this time we find a dominant keynote in its advertising, too. It was "Made in America, the Best in the World," and the drawings included the American eagle, all to impress the public with the fact that Clicquot Club was an American ginger ale. Brokers had now been signed up in New York, the Middle West, Pacific and other territories to handle sales.

Copy was now placed in a leading national weekly, and a portion of the annual advertising expenditure was being placed in outdoor display. For more rapid results the newspaper was resorted to, as in 1911 when the pure food and drug advocate, Dr. Harvey Wiley, opened an attack upon manufacturers using saccharine as a substitute for sugar. Clicquot employed newspaper space to explain that only pure sugar was used in its products.

The Clicquot Club Co. felt the need for a distinctive trade mark, and some thought had been given to the suggestion that it employ for this purpose the jovial features of "Punch." A better idea made its appearance later, however, in the smiling face of an Eskimo boy, drawn by the well known artist, I. B. Hazeltine of New York. Since 1912 it has appeared on every Clicquot Club Ginger Ale label.

#### Varying the Themes—A Sugar Shortage

The advertising appropriation was enlarged in 1915 and sales increased to 328,496 cases. Themes employed were, "Cooling as a Summer Rain," "Safe When Overheated," "Good for Women and

Children," "Two Large Glassfuls" (to a bottle), "Holds Sparkle for One Hour," and "Splendid Basis for Mixing with Grape Juice, Fruit Flavors," etc. These were varied in 1916. Every conceivable attack was used, such as "Received with Approval by the American Nation," and 454,722 cases were sold, an increase of 38.4 per cent.

American entry into the World War in 1917 created difficult conditions for business as well as a sugar shortage. Shipments were held down to the previous year's figures and orders for hundreds of carloads had to be refused, the company declining to use a sugar substitute. Again, the Kimball business principles.

Advertisements in 1918 made known that Clicquot had discontinued all flavors except Ginger Ale Golden, but the advertising budget was maintained in face of the tumultuous war years. In 1919 the records disclose that 901,707 cases were shipped, an increase of 80 per cent, compared with the previous year. This figure was moved up to 1,112,085 cases in 1922 and followed by an increase to 1,327,044 cases in 1923, up 20.4 per cent, and by another rise in 1924 to 1,453,927 cases.

#### "Pale Dry" on the Market—Five Stories of Advertising

Pale dry ginger ale was placed on the market in November, 1924, and sales for 1925 increased to 1,735,105 cases on an advertising expenditure of \$919,346.06. In 1926 sales took a broad leap to almost 2,000,000 cases, an outstanding tribute to advertising.

"Spectacular" electric signs, each finer and bigger than the one preceding, were displayed on New York's Great White Way. This series of electric displays culminated in the one which was first lighted, in October, 1924. The largest ever built, nothing approaching it had been seen before nor anything of its theatrical beauty and effectiveness has been produced since. Five stories high, twenty-one miles of electric wire and nineteen thousand lamps were used in this display. The Clicquot Club Eskimos in 1925 pioneered in radio ginger ale advertising and for over eight years—a record—never missed their weekly broadcast.

In 1934 its advertising agency, N. W. Ayer & Son, recommended after a survey that Clicquot Club bring out a full quart bottle. The so-called quart bottles of merchandise had been twenty-six to twenty-nine ounces, and the company's actual thirty-two ounce quart was added to the achievement of the standardized full pint. The complete line of bottles and labels was redesigned. The quart was acclaimed in the trade as the handsomest packaged bottle on the market, and the quart advertising stimulated, instead of hurting, the sale of pints. The company launched an extensive advertising campaign, backed by strong merchandising and promotional activities.

These recent expenditures as well as all of its advertising activities have been contracted for on the basis of money earned out of previous sales. No pioneering money apparently has ever been placed by Clicquot Club in advertising; the advertising, in so many words, fed itself.

## The Western Clock Company

### ARTICLE IV

#### The Western Clock Company

"First He Whispers. Then He Shouts."

ADVERTISING has done its job so well for the Western Clock Co. that few will fail to recognize that famous line as identifying Big Ben, the alarm clock that arouses you politely with a few quiet tappings, but which breaks into long sustained ringing if you fail to pay heed.

**Big Ben**

A National Alarm Invented  
A.D. 1908 by The Western Clock Co.

SEPTEMBER 24, 1910

\$2.50 THE COPY



Big Ben starts off his advertising career in 1910 by copying the cover treatment of a well known national magazine. Big Ben was "he" and never "it" in ad copy, and his price, \$2.50, was plenty for an alarm in those days. At the same time the buyer received plenty of clock for his money, as the reproduction shows.

That line truthfully represents Big Ben, and one cannot help but observe that in more than one respect it represents other things in the world of business besides a clock. Merchandise of ordinary or average quality has no more than an unobtrusive whispering appeal; make it better than average in quality or service and one might say it shouts for attention.

The history of the Western Clock Co. dates back to 1884. In that year a New England inventor with a big idea, but with little experience and less capital, settled in Peru, Ill., and succeeded in interesting a few prominent citizens in his clock invention. They backed him financially and organized the United Clock Co., but bankruptcy followed in 1887. The idea, incorporating a process for holding the wheel train in a clock together with a "mixed metal" had encountered considerable opposition.

#### Company Organized—The Man With the Pushcart

In 1888 the Western Clock Co. was organized; its controlling interest was acquired by F. W. Matthiessen and its management was placed in the hands of E. C. Roth, who became an important factor in the growth of the company. By 1890 the plant had eighty-one employees; in the ten years that followed the pay roll had been increased to 245. By 1910 the number had doubled, and this was the year, incidentally, that Western Clock launched its first national advertising campaign.

Today, in the Westclox factory at La Salle, Ill., many hundreds of workers are employed in the task of turning out thousands of clocks and watches for a world-wide market.

And in 1888, if you had stood outside of the modest factory of the Western Clock Co. at quitting time, you would have seen a man emerge with a small push cart and wheel it down the street

in the direction of the railway station. On this cart would be piled, if the factory had had an exceptionally good day, fifty alarm clocks!

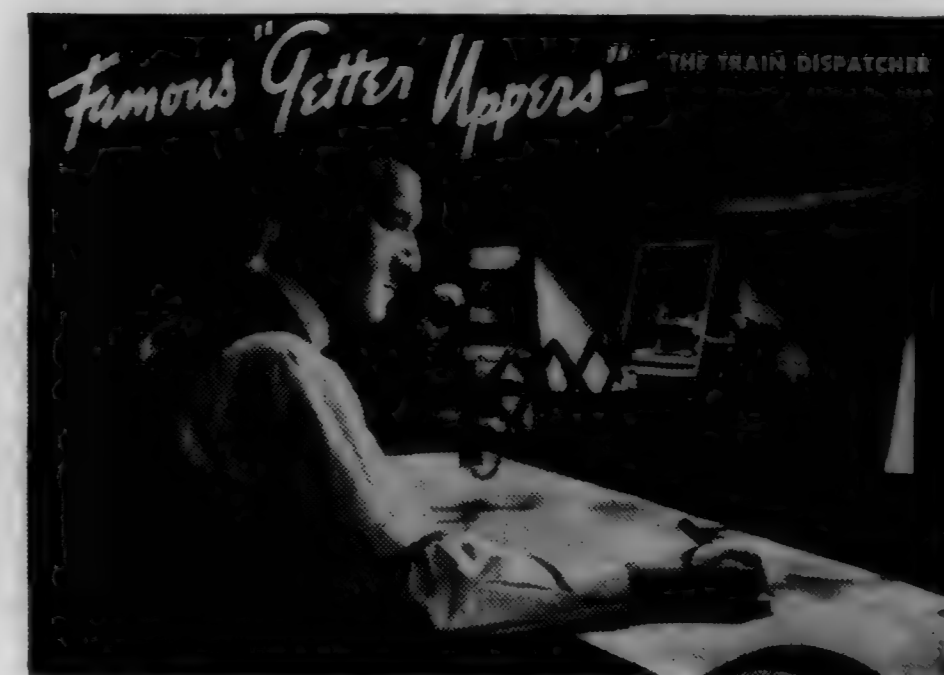
In 1909 the company set about producing an alarm clock that was different from those on the market. It was a husky fellow with an alarm designed to wake the heaviest sleepers. An appropriate name was sought; something that was simple and which would catch on quickly with the public. Someone came through with a happy thought—Big Ben! After the famed timepiece in the Parliament tower in London! Head of the Westclox line, he is probably better known today than the clock he was named for.

#### Launching the First National Campaign

Advertising Manager Gaston A. Le Roy, a young Frenchman, now sought to sell the board of directors the idea of advertising Big Ben nationally. For Western Clock it would be a venture and Le Roy had to employ plenty of argument and persuasion to win over the conservative directors. The first advertisement, reproduced here, appeared in a leading national weekly on September 2, 1910. The company asked and obtained page one for its ad, and it is interesting to note that after twenty-five years Westclox has held on to its first page position in that publication. The trade mark, "Westclox," first appeared in advertisements in 1911, sometimes in the text and often at the bottom of the ad.

Both Big Ben and his advertising found a responsive public and sales mounted rapidly. At the time of his introduction alarm clocks as a rule were priced cheaply, but Big Ben wasn't exactly cheap. In 1910 he sold for \$2.50—a high price in those days. Big Ben, large of face and sturdy in construction, introduced a clock quality and dependability that won favor with all classes of buyers. Equally important was the fact that Big Ben's advertising was not misrepresentative.

To succeed a product must possess the merit claimed for it in advertising. A prominent advertising executive said earlier this year: "When you see that a product is advertised to the public over a long period of time, you can be sure that that product has merit and you can buy it with confidence." Mr. Le Roy lost his life in the battle of the Marne, October, 1914. In the four years from 1910 to 1914 he had seen Big Ben developed into a public favorite, a rise in popularity still cited as an example of successful advertising.



#### Who Starts the Man Who Starts the Trains?

1936 finds Big Ben engineered to meet the tempo and symmetry of the present day. And thanks greatly to advertising, he is now as well known as his namesake in Parliament Tower, London.



**BIG BEN**

#### Westclox Week—"Alarm Clock Conscious"

During the early years the practice of the company was to

promote the entire Westclox line in advertising. Later this policy was changed for one of concentration on one or two items. An exception to this policy is made twice yearly; in September, during "Westclox Week," and during the Christmas holidays. Westclox Week is a special promotion which concentrates on the termination of daylight saving time, the end of vacations and the return of children to school, when people are "alarm clock conscious." A window display contest is held to stimulate dealer interest. It is a highly successful promotion.

Personalizing an alarm clock in advertising copy is no ordinary task, and the job has been done for Big Ben with a delightful measure of success. An alarm after all is a prosaic thing. It is made of metal, it is mechanical, and it gets us up in the morning when we would rather sleep. Nevertheless, it was necessary to get some warmth into Big Ben's advertising; to personalize him in magazine and radio copy. And one of the best means of attaining this result was to speak of him in the third person.

#### This Clock Is Never "It" in Copy

Big Ben was referred to by the pronoun "he," and never as "it." Impressionable phrases result in the copy: "He is a handsome fellow." "He gets you up promptly, but pleasantly." The effect upon the reader is two-fold; copy is more interesting and around the product is built up a warmth of personal feeling. Big Ben, in fact, is often made a member of the family, a companion or a friend. Writing to the factory, owners frequently speak of him in the third person.

Painstaking workmanship and patented construction are two features entering the manufacture of Big Ben. Automatic casting which joins the pivots, pinions and the wheels permits the use of highly polished pinions, reducing friction and giving much longer life to the clock. The babbitt metal which is used in all Westclox melts at a comparatively low temperature and sets instantly. No wear develops and the babbitt holds the parts together in the proper relative position. The Westclox escapement is the same in principle as found in a high grade watch. Many such clocks have been in service for more than twenty years.

#### Distribution Before Advertising

Advertising of a product is not attempted by Westclox until adequate distribution has been attained first. Regularity of advertising schedules offers the opportunity of quick introduction for a new model. But when a broadside, letter or any mailing matter announcing such a model goes out to dealers, the dealer is able to stock the new product immediately. Effective selling displays are a vital part of the Westclox advertising program. The promotion of every new product includes attractive and practical display pieces for store use. New displays are built and distributed each year for the stable members of the line.

Westclox has proved through years of experience, says the Chicago office of Batten, Barton, Durstine and Osborn, who handle the account, that one of the first steps toward successful and profitable selling is in getting attention. The more attention the merchant attracts to his product, the greater the response. Repeatedly it has been demonstrated that the merchant who displays Westclox most effectively is the merchant who builds the greater volume, they will tell you.

#### A Well-Planned Merchandising Program

The advertising is tied up to a carefully devised merchandising plan, a policy which has been followed by Western Clock almost from

its inception. This serves to keep the dealer's interest fresh and demonstrates to him the aggressiveness of the company and its spirit of co-operation all down the line in selling their products. The dealer is kept up to date on current Westclox advertising, guiding him in items to promote. At the same time Westclox gets a plus value out of advertising which otherwise might be lost.

The company's salesmen are kept fully acquainted with the advertising program. For special promotions they are furnished with portfolios describing the product, demonstrating how advertising will help to sell it, and picturing the display material which will enable the merchant to tie in directly at the point of sale.

The bulk of Westclox production is sold through established wholesalers and the remainder to selected retail accounts. Alarm clocks are household necessities everywhere: in cities, small towns and on the farm. To call on and sell direct to the many thousands of dealers required to serve that nation-wide market would be extremely costly.

#### Holding Delivery Costs Down

The average retailer purchases alarm clocks in small quantities in order to get the proper turnover on his stock. If he were obliged to order his normal requirements for shipment from the factory or from a factory branch warehouse, the delivery costs would cut deeply into his gross profits. Also, factory branches distributing but one line of merchandise are costly to maintain, and the expense invariably must be included in the final selling prices. This method, the company contends, is economically sound; it brings the clocks to the ultimate user at the lowest prices consistent with quality standards.

The two ads reproduced here show the change in the appearance of Westclox that has taken place during the past twenty-five years. Leading national designers always keep the models a step ahead in design. Leg models with exposed bells have been replaced by smart base models with hidden alarms. Dials, hands, case lines are modern. The Westclox features, however, are neither guesswork nor the result of arbitrary determination. The company finds out what people want through consumer investigation.

#### The First Polite Alarm Clock

Big Ben is now made in two ways, as an illustration of the point just discussed. Big Ben Chime Alarm, the "first polite alarm clock in history," has a quiet tick and a two-voice alarm. "First he whispers. Then he shouts." If a sleeper doesn't hear the first gentle call, the second and louder voice goes on automatically. This model is for light and heavy sleepers. It is not only the first polite alarm clock but the first alarm innovation ever introduced. The other model is Big Ben Loud Alarm, for extra heavy sleepers. He has the same loud bellow of the earlier Big Ben, but his styling is modern. The fact that Big Ben is now made these two ways to fit the needs of all sleepers was the basis of the 1935 national Westclox campaign.

For the Western Clock Company honest quality and honest advertising created demand. The demand necessitated expansion. At times the demand came faster than the factory could meet it, for no increase in production is allowed unless the quality of the product can be maintained. In 1935 the company celebrated its Golden Anniversary. The present home of Westclox is a large organization of skilled craftsmen who take individual pride in their products—in the fifty years of steady growth of the company—in the simple endeavor to make Westclox as good as they look.

# Knox Gelatine Company

## ARTICLE V

### Two Ways of Winning Friendships

Both Brady and Knox were men of intuitive and successful salesmanship; both engaged in unusual forms of advertising. The first sought to win business friendships through a high, bon vivant mode of living, his gala dinner parties, his diamonds. The food manufacturer attained the same end in a more impersonal way, and without resorting to exploitation of his own personality, winning as it proved to be.

His method was also exemplified by the "Knox Airship," one of the first of its kind to make successful flights, at the Lewis and Clark Exposition, if you remember that far back, and at many a country fair. In brief, a good sense of advertising dramatics put over the gelatine that Charles B. Knox manufactured and sold.

The company, of course, has been a consistent advertiser in standard media. Files of national women's magazines far back in the 'nineties and early 1900's presented the case for Knox Gelatine direct to the consumer, usually in modest one-inch presentations popular among magazine advertisers of that day. Space purchases were increased in the years that followed, attended by expanded distribution and an increase in dealer outlets. Striking effective consumer advertisements appear in the same media today, incorporating the recipe idea in a number of novel forms, and for which much credit must go to a woman whose accomplishments as a business executive, wife, mother and civic worker are outstanding.

THE Gay Nineties was the period of the bicycle, the Spanish-American War, Bryan and McKinley, Diamond Jim Brady and the horse car. It was a lively, vigorous generation, and one that was destined to make a deeper impression upon American life than any which had gone before.

Men then living were exemplifying an individualism in business that led to the formation of vast empires in industry, in railroads and utilities.

No empire builder was Charles B. Knox, founder of the Knox Gelatine Co., but the fighting individualism in him won success for an idea, after many vicissitudes and disappointments, that lives today along with many other things that came out of the "Mauve Decade." That idea was to make a wholesome and palatable food product, and to offer it to the public through striking merchandising methods, accompanied by constant, novel and cheerful advertising.

#### Spectacular With a News Angle

Had you walked down Broadway in 1900 during the hotly contested Bryan-McKinley Presidential campaign, you would have seen a sign, spread high above the street, reading:

"BRYAN HOPES TO WIN—  
McKINLEY HOPES TO WIN—  
KNOX GELATINE ALWAYS  
WINS"

This whimsical and assertive statement, bannered over New York's leading thoroughfare, was one of the "spectaculars" which supplemented Knox advertising during the early period of the company's history. The idea has been amplified greatly in the present day, but the device has lost much of the news angle which made it so valuable in the 'nineties.

The fact is that Charles Knox was a little ahead of his generation. Diamond Jim Brady created a furore when he drove up to Madison Square in one of the first automobiles to be seen on New York city streets. The story got on the first page of the next morning's newspapers, and "Jim" delighted in doing things that attracted attention.

Mr. Knox also drove one of these first "horseless carriages"; not in New York traffic but up to a grocery store in a modest up-State community, making a lasting friendship with the grocer, creating a stir in the neighborhood and bringing the attention of the populace chiefly to Knox Gelatine.



1905  
WHEN THE  
"HORSELESS CARRIAGE"  
WAS MAKING ITS DEBUT

Good Housekeeping was being read eagerly by women who wanted to learn new ways of doing household tasks... new ways to prepare food... new ways to make clothes. And in those pages of the 1905 Good Housekeeping magazines, thousands of women read advertisements about Knox Gelatine and many of these women bought it—have been using it ever since—and won't use any other to this day.

Knox Gelatine followed the same plan as Good Housekeeping in introducing new ideas to homes. In the Knox kitchens dozens of delicious desserts and salads were invented—and recipe books created by Mrs. Knox went far and wide. Knox Gelatine was one of the earliest food products to distribute helpful recipe books. The founder, Charles B. Knox, was a pioneer at heart as this picture of his own first "horseless carriage" will indicate.

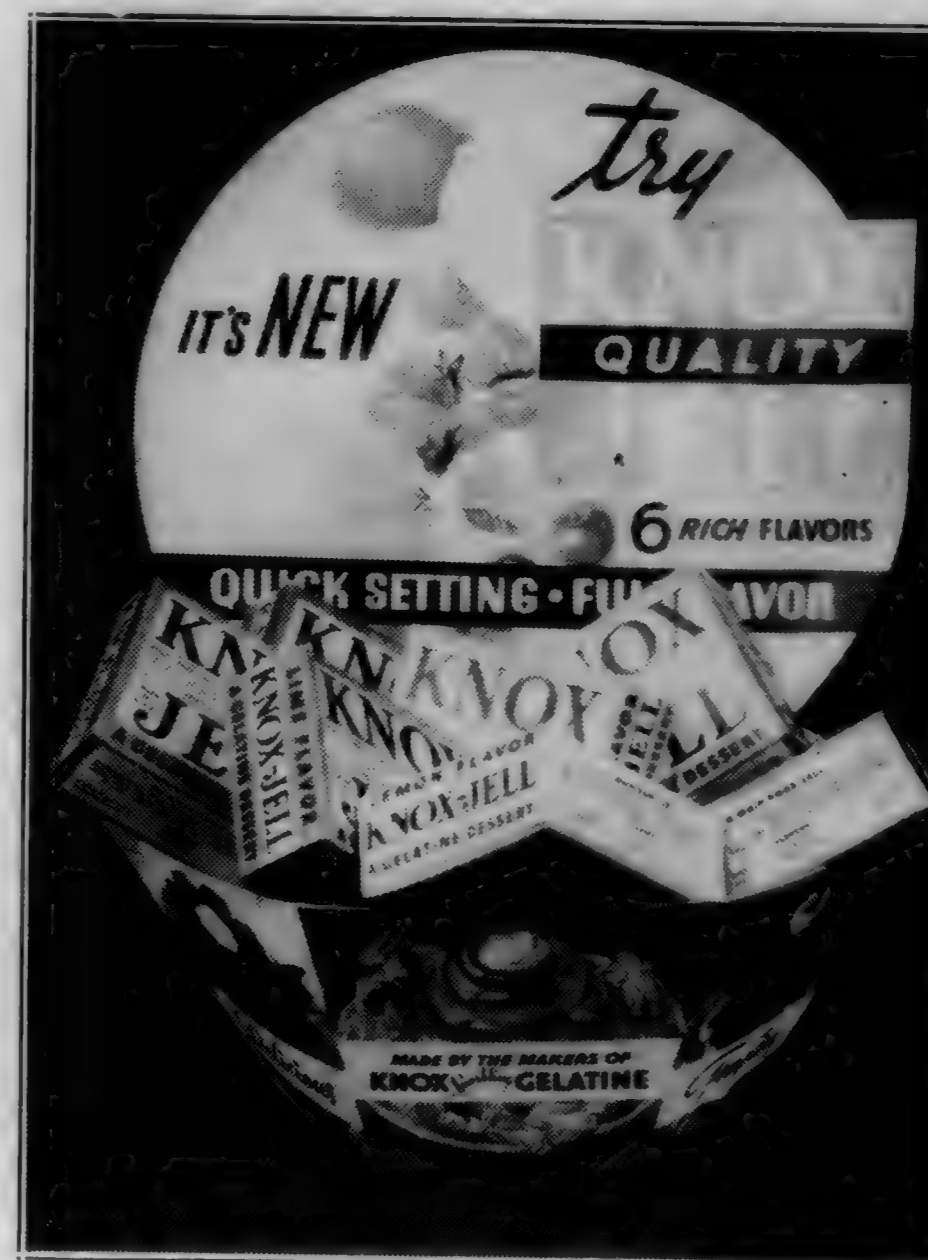
Mr. Knox was the first business man to "travel New York State" in an automobile. When his car drove up to a grocery store it started a real stir in the neighborhood, speeded up the friendship between the grocer and Mr. Knox—and brought the attention of lots and lots of people to Knox Gelatine.

This was, of course, exactly what Mr. Knox wanted. He knew that the more he advertised Knox Gelatine, the more women would try it. After that, he knew women would buy it always. This is an advertising principle as old as the Knox business. All Knox advertising ever asks



a woman to do is to give Knox Gelatine a fair trial. If she doesn't agree that Knox Gelatine is superior, she can get her money back simply by writing to the Knox Family.

One of a series of Knox advertisements in women's magazines telling of the company's development and its early promotional activities. Note that the reader is invited to write to the "Knox Family" at the end of the copy.



An attractive display for Knox Gelatine designed by Forbes Lithograph Manufacturing Co. of Boston, with the six flavors "dramatized" on the back panel by full-color reproduction of the fruits they represent.

#### Mrs. Knox—The Woman Who Carried On

Rose M. Knox took over the management of the Knox Gelatine Co. upon the death of her husband more than twenty-six years ago, and she is still the active president. In her were combined the qualities of fortitude in face of difficulties, kindness, and devotion to the business that had fallen under her direction. In addition, a home and children demanded her attention. Mrs. Knox not only kept

the gelatine business alive but laid the groundwork for its further expansion; ran her household at the same time and raised her family as she wanted to. Johnstown, N. Y., is the beneficiary of several of her gifts, the latest being a playground, athletic field, stadium and club house for children and adults of Johnstown.

Under Mrs. Knox's management the company became one of the first food producers to distribute recipe books to housewives, a procedure which is regarded as good merchandising today. That it has played an important role in extending the use of gelatine and other products goes without saying. At the time of its introduction, the recipe idea of Mrs. Knox was a brand new idea.

The progressiveness of the company has kept Knox Gelatine advertising fresh, vigorous and effective. Several years ago Mrs. Knox brought out "Knox Christmas Candy Recipes," in a widespread and very successful holiday promotion program. One year later the company followed with a "Chiffon Pie" program, and both ventures proved sufficiently effective to play up jointly in full color pages during the holiday season.

#### Promotion in the Retail Field

So far we have discussed that end of Knox advertising devoted chiefly to consumer appeal. Knox was also an early arrival in that field of promotion which seeks the good-will and co-operation of the retailer, and which brings our story to Mr. James E. Knox, son of the founder of the company, who is said to know more grocers personally than any single individual in the food field. "Jim," Knox, as he is better known in the food business, adds to such advertising and merchandising activities a highly personal touch.

This he has achieved in various ways. At grocers' conventions his face is familiar to the hundreds of retailers who usually attend

such affairs, and who greet one another by their first names. Mr. Knox has made it a point to know them; the grocer on Main Street, Seven Sprints, Arkansas, isn't a bit surprised when Jim Knox in person walks into his store.

Therefore, the personalized trade paper advertising conducted by the company has increased meaning and effectiveness. All such advertisements, conveying a message of specific merchandising help to the grocer, are signed by Jim Knox.

#### An Extensive Campaign and Its Theme

The past fall witnessed a rather extensive schedule for Knox advertising, including color pages in leading women's magazines, a full page of color in a weekly of large circulation, also space in newspapers. The theme of this copy is "appetite," and each endeavors to bring specific, helpful information about food to the attention of the housewife. This is accomplished effectively through the "news" angle. For example, one of the October, 1935, advertisements tells about "new styles in salads," and a color page dated for December described "Two Holiday Specials Made in Your Own Wholesome Kitchen."

Three simple and sound principles underlie the effort to keep interest in Knox Gelatine sustained at a high level: First, the copy never is permitted to deviate from the truth and is based on accepted facts concerning the quality of the gelatine. Second, it aims to show women interesting new ways to prepare familiar foods. Third, readers are offered recipe books, through coupons in advertisements, showing various uses for the product. More than 130,000 such coupons were returned from one advertisement. Knox advertising is prepared by the Federal Advertising Agency which has served the company for more than sixteen years.

## The H. D. Lee Mercantile Company

### ARTICLE VI

**DRAMATIZATION** of advertising often leads to highly satisfactory sales results, as we have learned through a number of articles in this series. By injecting "drama" into sales as well as into copy the effectiveness of a merchandise campaign is often heightened, but this device must be shrewdly and judiciously handled. This week we are permitted to review the activities of a company that has resorted to such dramatization quite successfully—The H. D. Lee Mercantile Co., makers of the famous Lee Overalls and other work and industrial uniform garments.

It is said that Lee's present general sales manager walked into a Kansas store one day attired in Union-alls; he had been first to sell a Lee work garment and now was about to set the company's novel and practicable sales methods in motion. "What's that thing you've got on?" demanded the merchant. He explained; the merchant bought. Soon men were added and instructed in the same selling methods, and in a comparatively short time sales were nosing upward. Many more novel selling ideas were introduced in the years that followed and they won a national market for this enterprising organization.

#### Develops the One-Piece Garment

The H. D. Lee Mercantile Co. commenced business in 1889, having been organized by Mr. H. D. Lee, who had formerly been engaged in a mercantile business in Ohio. The business made progress from the beginning, and the operations are now national in scope, supplied by five work clothing factories. They developed the one-piece garment known as "Lee Union-alls," which has been extensively advertised and sold nationally, as is also true of other lines added later such as Lee Overalls, Shirts, Pants and Play Suits.

To quote the president: "We learned two important lessons, first, that dramatized selling pays; second, that telling consumers 'why' in national advertising pays in the garment business just as it has in many other lines of business."

**JUST A GOOD WORK-OUT SO FAR. NOW TO SHOW WHAT "WEAR" REALLY IS!**

**1716 EXTRA FEET OF YARN In Every Pair**

**I QUIT... YOU JUST CAN'T BEAT THAT JEAN DENIM!**

**Sure WE GUARANTEE LONGER WEAR IN LEE JEAN DENIM OVERALLS..**

**Closer Weave Is Bound To Be Stronger And Shrink Less!**

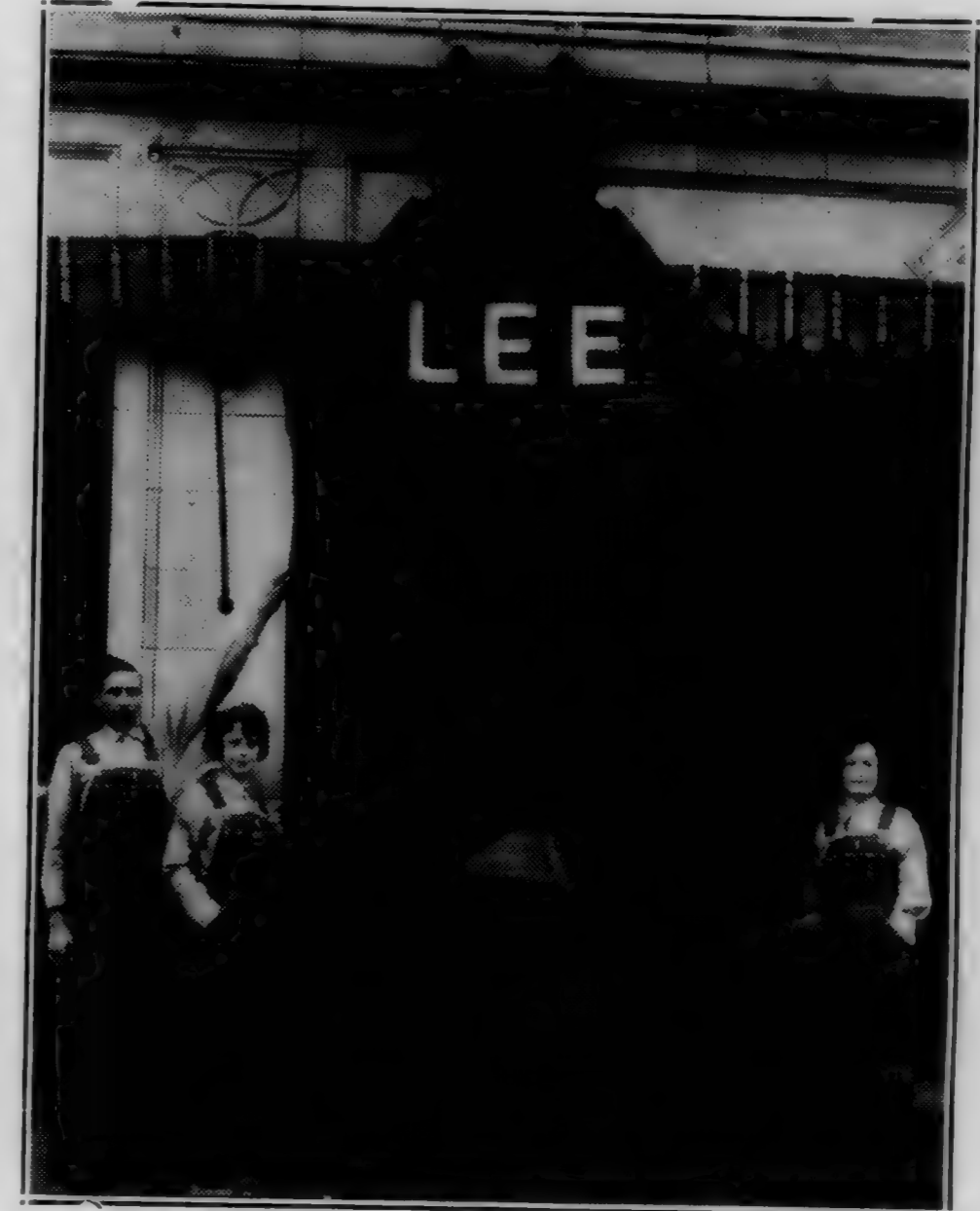
**GUARANTEE**

1934 JULY 1934  
1934 AUGUST 1934  
1934 SEPTEMBER 1934

Lee carries its appeal to the overall buyer in farm and labor publications, driving home its chief sales arguments through an unusual illustration like the above. Lee and its advertising counsel have carefully studied their market and the reactions of the work garment buyer, and dramatized sales and advertising in this instance have proved singularly successful. Part of the copy here has been omitted.

#### When Denim Was Just "Denim"

Even the merchandise itself was given an individualism to catch and merit the recognition of the buying public. To illustrate: If you have seen a Lee Overall, you will appreciate the value of the idea. Stitching and construction of the garment are unique and distinctive. The denim from which it is made possesses the same distinctiveness. When Lee went into the business of making overalls, denim was—well, just denim. If you wanted a light, cheap overall, you bought a lightweight denim; if you wanted a heavier garment, you demanded "eight-ounce" (eight ounces to the yard).



A sales idea introduced by Lee to stimulate local interest. Timed with national advertising, it usually proves a big help to the dealer. The giant overall not only attracts attention but shows the construction of the garment in great detail—one of the major sales points.

No matter how enterprising the Lee management might be in the matter of sales and advertising, if the cloth entering its products did not stand up better than existing products on the market, all of its efforts would be wasted. Lee's manufacturing department, headed by a man who is an acknowledged authority on fabrics, uses only denim manufactured in accordance with very definite specifications as to thread count, yarn twist, tensile strength and the like. This product was given the name "Jelt Denim", and is featured in Lee advertising.

#### Winning the Railroad Man

You may not care for "stunts" in promoting the sales of a product, but some very original selling ideas put into effect have worked wonders for the Lee company. The railroad man, for example, represents a large portion of the better overall market. Hence Lee brought out the officially authorized railroad emblem and obtained an avalanche of business from this source. It consisted of sewing the embroidered trade-mark of the different railroads onto the garment, and as railroad men take pride in their road and its traditions, the idea went over big. A survey conducted in 1935 showed that Lee is getting the lion's share of the overall business from railroad men.

The Lee Overall also is presented in a novel and humanized sales stunt. A huge overall sixteen feet high is hung periodically in front of a retail store to attract buyers. Its presentation usually is timed with the company's national advertising and results in stimulating the overall business for the retailer.

The "Buddy Lee" doll, dressed in overalls, shirt and cap, represents another liberalized sales booster. These are placed in windows with an overall display, and the doll's intriguing and boyish face creates interest and admiration, and brings attention to the Lee line.

#### Reaching the Farmer and Worker

The advertising of the company, carrying a strong emphasis on quality, is placed in newspapers and national magazines, thus reaching farmers, industrial workers, and other users of work garments. Under the direction of the Kansas City office of Ruthrauff & Ryan, advertising agency, this copy has achieved striking originality in appeal. "Jelt Denim Wins Fight", says a tabloid style headline in one series, showing a Lee overall in the act of conquering a wash-

tub, and sending the washboard flying with the statement, "You can't wash me thin and flabby!" Around the waist of the figure made from Lee Jelt Denim is bound some yarn with the tag, "Extra yarn in every pair." In other advertisements in this series the headless and armless Lee Overall stages equally heroic feats, and all dramatize a vital sales point with telling effect.

Lee salesmen drive home their story to dealers with the aid of a portfolio containing an elaborate outline of the company's advertising, in which portfolio are illustrated many available and free dealers' helps for the selling over the counter of the Lee product. Another distinctive sales device is represented by the Lee Red Arrow Overall, which is not a garment for use, but a selling aid. It is a sample overall with 55 arrow and hand pointers, each pointing out a special and desirable feature of the garment.

Behind all these novel methods will be found a sound and basic sales strategy, which the company will tell you is responsible for its dominant position in the work garment field today.

## General Motors Corporation

### ARTICLE VII

A MILLION United States motorists each year receive booklets in the mail which seek their views on automobiles. Car owners as a lot have decided ideas on the merits or shortcomings of automotive engineering; here they are given an opportunity to voice them. Opinions are frankly sought on the worth of no draft ventilation, knee-action wheels, streamlining. You are even asked to trace on one page the outline of a radiator as you want it.

The questionnaire is sent out by the Customer Research Staff at Detroit, and the replies play a vital role in the future design and mechanical advancement of the motor car. One might call it advertising in reverse, this idea of the buyer talking while the manufacturer listens. And listening intently in this instance is the General Motors Corporation. Customer Research, highly organized, still is but one phase of the enormous General Motors advertising and merchandising activities and which we will discuss here chiefly from an institutional standpoint.

#### A Decentralized Organization

The General Motors Corporation attaches particular importance to its institutional advertising. As a corporation set-up it is decentralized; each unit conducting a separate operating existence, with sales, promotion and model advancement under the control of each unit, while General Motors officials exercise advisory supervision. Still, the group executives of the manufacturing unit wield sufficient authority to constitute a management autonomy.

The member companies also conduct their own advertising programs, and the copy for Buick, Cadillac, Chevrolet and other divisions is of a strong selling nature, based on the sales points of the car

of co-ordination. Inter-divisional committees co-ordinate, for example, such activities as raw material purchases, with the result that buying orders can be pooled. The good-will that attaches to the name of the parent organization obviously should be utilized in advertising the products of the various units. The latter all benefit from the research activities of General Motors; engineering advances are often incorporated in all of its cars.

#### Appeal Undergoes a Marked Change

Without such institutional activities General Motors might face the possibility of losing something of its prominent position for the part it plays as an operating company. And over the past two years or so there has been a marked change in that institutional appeal to the public.



From 1923 to 1929 the company appeared chiefly concerned with presenting an economic and financial idea of itself to the public. Advertisements which were quietly designed and conservatively phrased showed how General Motors stockholders had increased; the number of persons employed in its plants; the various sections from which it bought its materials, etc. A series of booklets described the organization's activities and policies.

Around 1933, however, General Motors definitely embarked upon a program which brought it into closer touch with the car buying public. The keynote of this advertising is, "An eye to the future—an ear to the ground," describing in a few words the General Motors policy of giving the public what it wants in motor cars, "safely protected against ill-timed or dubious experiments."

#### How Some Messages Are Signed

Some advertisements are signed in large type by General Motors, "A public-minded institution," and in much smaller type below appear the names Chevrolet, Pontiac, Oldsmobile, Buick, La Salle, Cadillac. In one such message General Motors stresses the safety factor and in type an inch high across a magazine page declares: "We can engineer every safety factor into our cars except two—road and driver."

Not apparent probably to the average reader is the fact that General Motors is building up a measure of good-will for itself with those not owning automobiles, with social organizations and civic and State authorities. The publication of the safety appeal advertisements early in 1935 was followed by growing sentiment against reckless driving. One of these reviews the mechanical improvements which have contributed to safer driving:

It is well to remember, when you buy a car, that it will play an important part in your activities for some time to come. While you first think of a new automobile largely in terms of beauty, performance, safety, comfort, and economy—be reminded that your judgment of value will depend likewise upon how long it serves you well... That is why there is such a generous over-measure of strength in chassis and bodies and a big reserve of power in the engines of General Motors cars. That is why, also, the automobiles made by General Motors have a modern beauty which is not soon out-moded. So, when you invest in a car, General Motors would like to make this suggestion to you: It is important to consider the value of long life.

Only General Motors cars offer all of these modern elements of motor car satisfaction:

**KNEE-ACTION**  
reduces road shocks, prolongs life  
**TURRET TOP**  
resists the wear of weather  
**HYDRAULIC BRAKES**  
stop smoother, last longer  
**BODY BY FISHER**  
sturdiness with style

For help in making an intelligent selection of your new car write to: Customer Research, General Motors, Detroit, Michigan. For 34¢ postage and no handling charge, "THE AUTOMOBILE BUYER'S GUIDE."

The cars shown in this ad are the General Motors, Cadillac, Buick, Oldsmobile, Pontiac, Chevrolet, La Salle, and Buick.

The General Motors institutional message in 1936, embodying a powerful appeal to the car buyer based upon technical progress in manufacture. Durability is the theme of this particular advertisement, a two-page magazine spread, and of which only the copy can be shown here.

**HOMES**

How many homes are interested in General Motors? The homes of 170,000 employees, of 20,000 dealers and their employees, of 50,000 stockholders and of the employees in 6,000 sources of materials and supplies. As many homes, in total, as in Detroit, a city of 1,242,000.

**GENERAL MOTORS**

CHEVROLET PONTIAC OLDSMOBILE OAKLAND BUICK  
CADILLAC GMC TRUCKS YELLOW CARS BUSES and TRUCKS  
FRIGIDAIRE—The Electric Refrigerator

Early General Motors institutional advertising of the 1923-1929 period was addressed principally to the investing public rather than to the automobile buyer. The copy here, for example, emphasizes General Motors as an employer and consumer of materials. It was a prelude to the notable campaigns which followed featuring advances in engineering.

themselves. It might be said that the family relationship between these well-known cars is mentioned only in passing.

Nevertheless, the widely flung and intensely applied promotional efforts of the family members must have supervision and a degree

The self-starter, eliminating the hazard of cranking by hand; the tilt-beam headlamp and asymmetric lighting for safer night driving; the sloping windshield, to avert blinding reflections; sun visors to prevent eye-dazzle; No Draft ventilation which prevents windows from fogging; the Turret Top Body by Fisher, which "puts over your head a protective roof." An inset quotes interesting facts about accidents from the National Safety Council.

#### Safety Talks Prove Popular

This was reinforced by a series of safety talks on the General Motors concert hour last season which were so popular they were published in booklet form. Over four million of these "We Drivers" booklets have been distributed to safety councils, schools, traffic and automobile clubs and myriad organizations interested in safety. This has further conveyed General Motors' attitude on safety to the public and has resulted in an unmeasured amount of good-will for the Corporation.

Another phase of General Motors advertising, designed to enhance the prestige of its engineering, publicizes accomplishments in allied fields. Attention is called to the fact that General Motors engineering made possible Winton-Diesel engines in the new streamlined trains, and made possible the huge, efficiently designed Douglas planes. Headlines like "All in the Family" then tie these accomplishments to General Motors cars. The reader, of course, may never purchase or use a Diesel engine, but he is reminded that the same engineering skill that made high-speed streamline trains possible "paces the progress of General Motors cars."

General Motors copy aims to popularize mechanical improvements with non-technical and mind-retaining phrases. For independently sprung wheels, for example, the phrase "Knee-action Wheels" was originated. The all-steel body has more recently been given the name "Turret Top." The phrases "Body by Fisher" and "No Draft Ventilation" are sustaining identification lines in General Motors copy.

The cars themselves have become identified in the public mind with advertising slogans that are known to almost everyone. Buick

has retained for many years the line, "When Better Automobiles Are Built, Buick Will Build Them." More recent are the catchlines for Pontiac, "The Most Beautiful Thing on Wheels," and for the Oldsmobile, "The Car That Has Everything." Cadillac conservatively employs on occasion, "The Standard of the World." Chevrolet's line, "Economical Transportation," was synchronized, timely, with values and economic conditions of the depression.

Dramatization is resorted to in telling the public about General Motors' research work. An illustration will depict a scientist seated before his test tubes and retorts, and the headline tells you that "he is making gasoline give up its marvelous secrets." It may be 1940, the copy continues, before the results of the scientist's job are ready to release to the public. Other advertisements in this series center upon Proving Grounds tests—exhaustive and grueling ordeals through which cars are put under circumstances beyond those likely to be met by the average motorist.

#### Exploding a Tire for Safety

A dynamite cap is exploded in a front tire at 70 miles an hour "for your safety." Another advertisement tells the reader that while he wants 40-mile getaway in 20 seconds—we want brakes to stop you in 4. "Suppose at 60," says another, "you happened to pile into loose gravel 8 inches deep!" General Motors tried it at the proving ground with knee-action wheels, "without lurch, swerve or tug." But the copy invariably pleads for sensible and safe driving.

These campaigns are felt by General Motors to be powerful factors in keeping the company alive in the public mind as an intelligent, public-spirited and friendly group. The media employed are strong and diverse in character, magazines permitting color presentation while newspapers and the radio supply the faster means of contacting a nation-wide market. The mails are used for such closer and more intimate contact with the automobile public made necessary by Consumer Research.

Two recent campaigns were done by Arthur Kudner, prior to his withdrawal from the firm of Erwin, Wasey & Co., and another by Campbell, Ewald Co., Inc.

## White Rock Mineral Springs Co.

### ARTICLE VIII

AN advertising man has taken note of the fact that a good deal of ad copy "sings" its message to the buying public with permanent effect:

"Eventually, Why Not Now?"  
"Ask the Man Who Owns One."  
"Keep That Schoolgirl Complexion."  
"I'd Walk a Mile for a Camel."

These are famous tag-lines in advertising which few will fail to associate immediately with the products they represent. They perform a distinct service, recalling not only the name of the product and the manufacturer, but often the general basic sales points in the copy to which they are often "keyed."

In this article we want to discuss a more recently conceived advertising phrase which has been singularly successful in winning new recognition and following for the product it identifies: "Get Over on the Alkaline Side."

#### "Alkaline Side" Proves a Winning Side

That slogan, started as the head-line of a single advertisement for White Rock mineral water, became the keynote of an unusually effective advertising campaign in the hands of the Newell-Emmett Co., the agency which has been in charge of the account during a comparatively brief period. Appearing in newspapers, class magazines and rotogravure, it achieved nation-wide penetration in little more than a year. For White Rock the "alkaline" side was a winning side, because it lifted the product out of a commonplace mineral water status to one with a specific and convincing appeal.

The company originally was incorporated in 1887 as the White Rock Mineral Spring Co. For some seven or eight years prior to that it had been operated by individuals, notably Charles Welsh who subsequently became president of the incorporated enterprise. The bottling plant was located at Waukesha, Wis., where mineral springs had a reputation for purity and quality, and where the great John L. Sullivan, ring champion, trained for his big fights. "John L." insisted there was nothing like Waukesha water to keep in condition. The water had been on the market as early as 1870.



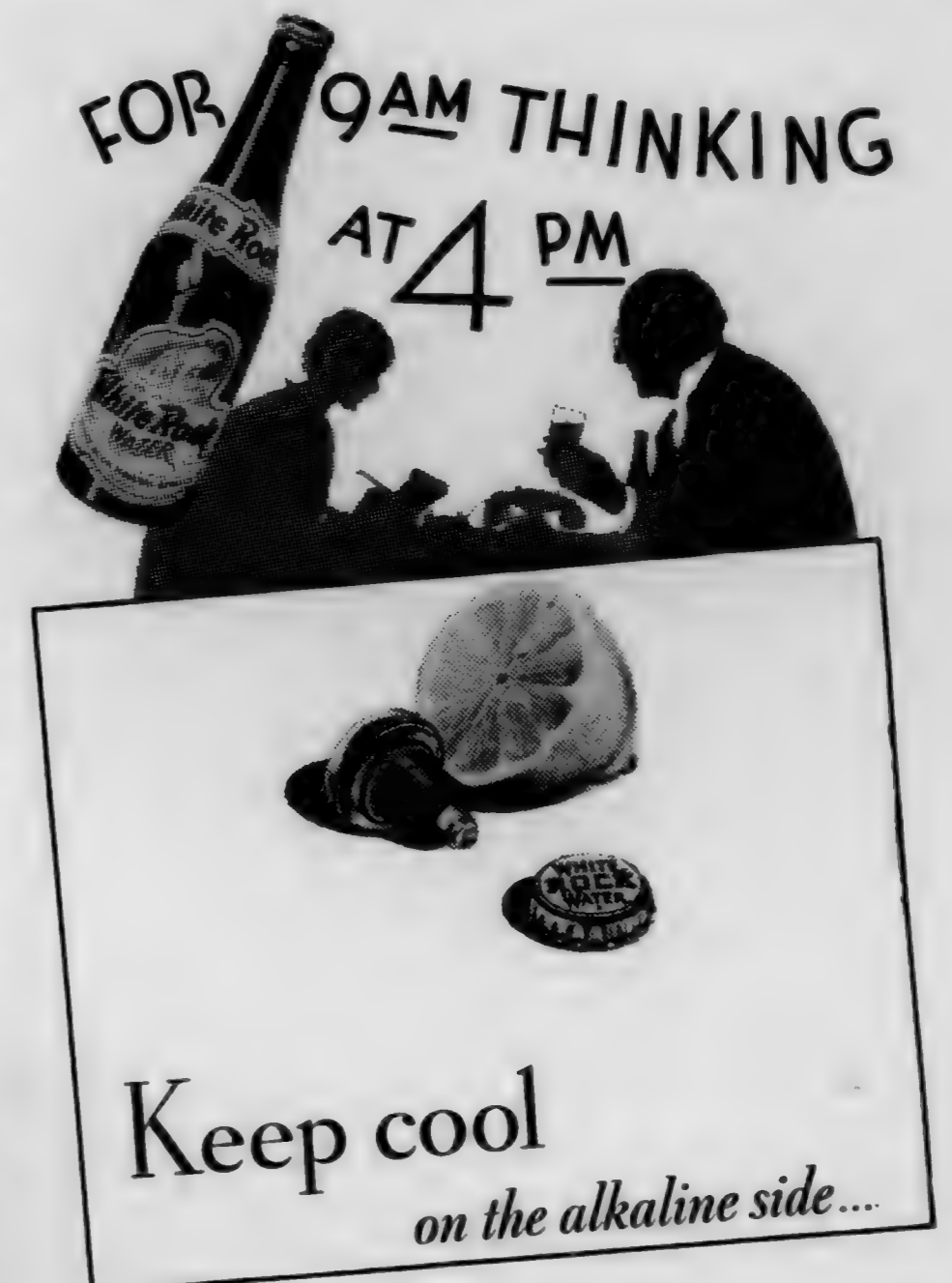
She looked sweet on top of the seat of a bicycle built for two —also when mixing drinks in those days with White Rock. The company has advertised consistently since the appearance of this very early copy. Menu cards at functions usually wound up with a line of engraved script: Bordeaux . . . White Rock . . . Cigars.

#### The Name That Was Dropped

The best known of these springs had been christened "White Rock," to designate the water which had to gurggle through several thousand feet of white sandstone to the surface, imparting to it a crystal sparkle and a mild, pleasant alkalinity. It was bottled and marketed by the company as "Ozonate of Lithia," a name that was soon dropped for the more practical "White Rock." Its palatability and suitability for blending with spiritous liquors, pointing up and

bringing out their natural bouquet and flavor, gave the product distinctive qualities.

White Rock was advertised from the beginning and its activities in this direction have proceeded with hardly any interruption, even through the trying periods of the World War and of prohibition. Expenditures, in fact, were quite heavy during the dry era, 1920 to 1933.



Two White Rock advertisements. The one on top shows why the mineral water held its market during prohibition. The one below illustrates why it has won a nation-wide following in a new era of miscellaneous drinking. The novelty, appeal, and the subtly cheerful suggestion in the latter advertisement are outstanding, even in a day of highly developed advertising technique.

#### How Psyche Got on the Labels

It was during the World's Fair at Chicago, in 1893, that White Rock adopted its famous trade-mark, that of Psyche gazing into a woodland pool, the work of Paul Thurman, an outstanding artist of that day. Impressed with the beauty of this painting, typifying sparkling youth and purity, owners of the company acquired the rights to the picture as a trade-mark, and it has appeared on White Rock labels ever since. The name and the trade-mark were publicized year after year through consistent advertising. In addition to newspapers and magazines as regular media, the company employed outdoor advertising, trade and club publications and programs.

During those years which preceded the national dry law, the connoisseurs invariably ordered White Rock with their ryes, Bourbon and Scotch. Because of a keen, dry and mildly alkaline tang, White Rock was favored as a mixer for Scotch and Irish whiskeys. National prohibition then threatened to eliminate this business, but history has recorded the fact that Americans would not be denied liquor despite prohibition.

White Rock apparently was retaining a good part of its pre-prohibition outlets; also serving those who drank it "straight." There



let us say, is soon to place on sale a dress of striking fashion appeal, manufactured from a cloth identified with a well-known trade name, the cloth in turn being spun or woven from Du Pont Rayon.

#### Directing an Appeal to the Consumer

The dress, of course, will be artistically presented in advertising through the usual means of models and high-class photography, and placed in pattern and fashion publications read by women. The reader learns from the copy in the ad that the dress was manufactured from a well-known cloth made of Du Pont Rayon; the store where it is on sale, and often the price at which it is offered at retail.

What the smart New York shop or department store is featuring in its dress sales will be followed, it has been demonstrated, by the store in Detroit, Atlanta or St. Louis, and the response of the other cities to the New York leadership in the instance of this one rayon fashion feature, it can readily be perceived, has broadened the market for the principals involved in its production.

Du Pont Rayon advertising finds its way into women's magazines and weeklies with a smart Park Avenue following when the appeal is directed to the consumer. Newspapers also are used to some extent for this purpose when a faster response is desired.

Du Pont has endeavored to surround rayon in general, and its own rayon in particular, with that somewhat elusive quality and atmosphere known as "style." Its advertising efforts, therefore, for the most part stay in what Mr. E. C. Harrington, Du Pont Rayon's advertising manager, terms the "style ranges." A prestige must be maintained for rayon and the offerings described in Du Pont copy are necessarily "style articles." All clock sales would be stimulated,

you are told, if you boost the quality clock items, and the same holds true of the style articles in other lines of merchandise.

#### Rayon Is Merely the Starting Point

Then again rayon production is several hundred million pounds annually in the United States alone and it would be impossible to accord advertising under the plan to the hundreds of articles manufactured from this material. Du Pont Rayon, alone, is but the starting point in the production of many textile fabrics, ranging from toweling to knitted cloth of "chiffon sheerness." There are velvets, plain and novelty crepes, satins, taffetas, hosiery and a number of well-known spun rayon fabrics.

So far flung is the business of merchandising dry goods and apparel that selectivity is necessary in advertising such products. An ad for a certain cloth may be placed in one of the better fashion publications, naming three well-known stores. Or the copy may be sent only to a dry goods trade publication. In the latter instance the copy will have much more to say concerning qualities in addition to naming the manufacturer, as it may carry a message for the cutting-up trade—that end of the trade engaged in manufacturing fine dresses. Reprints also may be sent out to others interested, including the retail lines.

Again, Du Pont may run copy in pattern books intended to appeal chiefly to the fabric departments of retail stores, or in a dry goods trade publication calling attention to the spun rayon in Cannon Towels. Some of its copy will represent purely prestige advertising or point to immense sales possibilities, as when some new exquisite creation of fashion, on sale at Bergdorf Goodman, New York, is presented. Advertisements in pattern books often go in for striking four-color effects.

The Du Pont Rayon Co., therefore, has gone "beyond the mill" to build a market for its rayon yarn.

## Life Savers, Inc.

### ARTICLE X

THE story of "Life Savers" is more than an account of successful advertising; it is also the story of a successful advertising man. Edward J. Noble was a space salesman for car cards in 1913, and he had been trained by the severe requirements of his calling to recognize possibilities in advertising and merchandising.

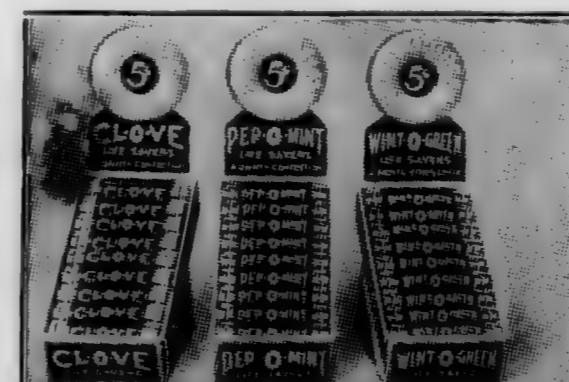
Such a possibility, he thought, presented itself at that time by a mint candy with a hole in it, suggestive of a miniature life saver, and which was being marketed under the name of "Crane's Peppermint Life Savers." Rights to the company's trade-mark and patents, he learned, could be purchased for less than \$1,000. Mr. Noble acquired the rights, and fortified more with vision, judgment and energy than with adequate finances, he launched the business which most of the world today has come to know as "Life Savers candy."

Merely a small doughnut-shaped peppermint—the candy with the hole! But blessed with a name that was worth many fortunes!

#### A Merchandising Difficulty—the Solution

From the purchase price on the rights it may be readily inferred that Crane's Peppermint Life Savers were not doing so well. Advertising man Noble, therefore, at once set about diagnosing the difficulty and located the chief obstacle in faulty packaging, another one in display. Crane's mints had been packed in cardboard tubes

resembling cartridges and when the cap slipped off the candies would be spilled in the pocket. Or the cap would refuse to come off and the container would have to be slashed or torn. Display is important in the merchandising of an item of this sort, and the old



The display carton which took Life Savers out of show case confinement and placed them temptingly before the public, and the automobiles used by their salesmen. These are fashioned after the package they advertise so uniquely, and are 190,000 times as large.

display carton was not attractive. It also was so large that dealers refused to accord it a place on the counter.

Mr. Noble worked out an attractive package for Life Savers, employing gleaming tin foil and an attractively printed label, the first use of such foil in packaging. The buyer had no difficulty in getting at the mints quickly; moreover, those remaining in the package were protected and held together until the last one was consumed. The label on each roll was designed to invite self-service at a time when open display was generally taboo. The hole in the Life Saver was uniquely employed in the center of each flavor name, such as Pep-O-Mint, Wint-O-Green, Cl-O-ve, Spear-O-Mint and Cryst-O-Mint.

#### Why Life Savers Obtained Open Display

The display carton evolved by Mr. Noble possessed both novelty and utility. The cover became the base of a slim and tilting carton, attractively finished, and which took up far less space than the old carton. The tilted display was new; its "pick me up" appeal at-

tracted those who went to the counter. Compare this device with the old idea of showing candy only under a glass case, and it can be readily seen why Mr. Noble and his representatives were able to obtain open display for their product in the face of the merchandise procedure practiced in that day.

### IF YOU KNOW YOUR ONIONS FOLLOW 'EM WITH LIFE SAVERS



If the onion's strength is your weakness  
... eat Life Savers and breathe easy.  
Life Savers are breath savors. Keep a  
roll handy... and keep your friends.

IF IT HADN'T A HOLE... IT ISN'T A LIFE SAVER!

Advertising copy which arouses comment. The paradoxical statement in the copy and its rapid conclusion and appeal can hardly be equalled for brilliance.

The retailer would get the maximum return from the impulse to buy candy, so Life Savers salesmen experienced no difficulty in getting front counter space for their product. Merchants in the meanwhile were learning an early lesson in the value of open display. Since the advent of the tilted Life Saver carton much "self selling" merchandise has found its way on merchants' counters.

We must not conclude that the problem ended there. Like every other business which lifted itself entirely by its own efforts, the struggle was a difficult one. In those early days the mints were made in the Crane plant at Cleveland and brought to New York in barrel quantities. Mr. Noble at times would take orders from the trade in the morning and help to pack them in the afternoon at the plant on Tenth avenue, New York. The first order for tin foil, five pounds, was paid for with cash. When as much as twenty-five pounds at a time was required, the supplier refused to extend credit and the company had to go elsewhere.

#### The Importance of Sampling—the First "Ad"

Not much money was available for advertising, but so great was Mr. Noble's faith in its power that part of every dollar taken in was spent for publicity. Sampling was resorted to quite liberally at the start; in fact, it has remained a foremost means of promotion all through the company's history. The samples have always been miniatures of the full-sized Life Savers package.

In 1915, two years after Mr. Noble started the business, an advertisement appeared in a national weekly under the heading, "This is our first advertisement." More accurate, probably, would have been the statement that this was the first space or commissionable advertising as the company had now achieved the momentum justifying this particular form of advertising in addition to its other promotional activities. It is Mr. Noble's contention that a product should prove that it has a market before volume is sought through

space advertising. The first copy was written by a renowned advertising executive, William H. Johns, of Batten, Barton, Durstine & Osborn, Inc.

#### The Importance of Color—Some "Tag" Lines

Life Savers has employed a wide classification of advertising media since then; more recently has shown preference for back pages of magazines and car cards. Color has been employed because it helps to arouse a desire for candy. "Life Savers Rendezvous," a pleasant musical concoction, was a recent broadcast over the blue network of the National Broadcasting Co.

The distinctive features of the candy are emphasized in copy. Life Savers is "The Candy With the Hole"; or the candy with a purpose, as "Cooling," "They Take Your Breath Away," "Always in Good Taste," and "They're Sudden Death to a Smoker's Breath."

Cars used by Life Savers salesmen also focus public attention on the product. These are shaped like the 5c package of Life Savers, only 190,000 times as large, and have brought the company a huge amount of publicity at comparatively small cost.

Most popular of Life Saver flavors is Pep-O-Mint, "daddy" of the line, and to which was added, in the order named, Wint-O-Green, Cl-O-ve and Cinn-O-Mon. The first hard candies were introduced in 1924 with the citrus flavors, orange, lemon and lime. At first these were solid pieces, but in 1929 machinery was set up to make these with a hole and the hard candy sales began to climb. This encour-

aged the company to add in hard candy form, Cryst-O-Mint, Spear-O-Mint, Wild Cherry and Five Flavor. In one of the worst depression years, 1931, package sales were around 200,000,000.

#### Did You Ever Hear of a "Taste Jury"?

New flavors are constantly tried out and submitted for trial and comparison to a "Taste Jury" of 125 members. If the Taste Jury strongly approves of a new Life Saver, its market would be first tried out in a limited territory. Advertising copy may carry an appeal for the entire Life Saver line, or it may single out one flavor, or a group of flavors such as orange, lemon and lime. More recently the advertising has placed the emphasis on individual flavors.

Outlets for Life Savers are almost too numerous to mention. They are sold in drug, tobacco and confectionery shops; in restaurants, grocery stores, railway stations, in almost every country in the world. They are now manufactured in a modern plant at Port Chester, Westchester County, N. Y., with branches at Philadelphia and Hamilton, Ontario. Other products of the company are Pine Brothers Glycerine Tablets, and the antiseptic mouth tablet, Orasol.

That is the story of the candy with the hole, and of the man with faith in advertising, Edward J. Noble. Because he believed in advertising, which he once sold, and because he used it intelligently when he became a manufacturer, a poorly selling mint tablet was developed into one of the largest candy businesses in the country. Is there a greater tribute to advertising?

## Dodge Brothers, Incorporated

### ARTICLE XI

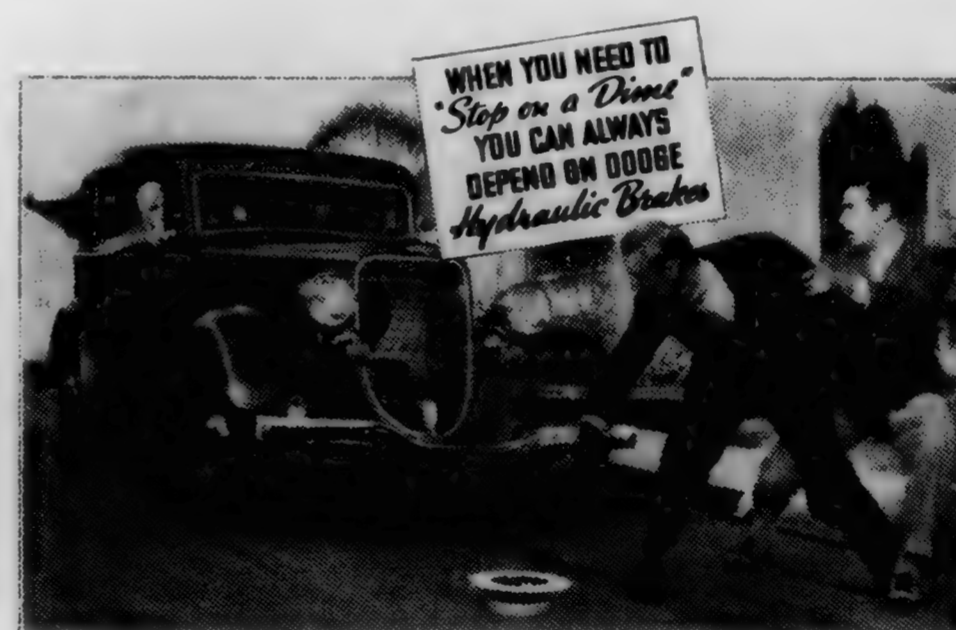
THE early Dodge advertising was restrained. Millions of dollars were spent in saying simply, "Dodge is a Dependable Car," in white letters on a blue background. Autos were not rolled down a hillside in those days; in manufacturers "ads" they were at repose; polished to showroom spruceness.

As the years rolled on Dodge added to its reputation as a dependable car under the Chrysler Motors banner, but its first notable sales performance came with the introduction of the 1933 models, brought out at the end of 1932. First, it was put in a new sales class; rather, in its former price brackets slightly over the lowest priced group, incorporating at the same time in its manufacture the outstanding engineering advances of the day.

#### A Liberalized Policy of Advertising

Second, its advertising was liberalized and placed in the hands of Ruthrauff & Ryan for dramatic presentation under heavy schedules, together with a stronger merchandising program. During 1932 Dodge had sold 28,111 cars and, largely as the result of the vigorous advertising and sales drive, sales were stepped up 306% during 1933, moving the Dodge sales position in the industry from ninth to fourth place. The Dodge had been outsold only by Ford, Chevrolet and Plymouth.

Under the leadership of K. T. Keller, president of Dodge and now president also of the great parent company, Chrysler Corporation, and General Sales Manager A. vanDerZee, the Dodge dealer organization was strengthened and extended and the aggressive advertising continued throughout 1934. Although more closely pressed by Oldsmobile and Pontiac (General Motors offerings in the medium low-priced market) Dodge maintained its sales position. Came 1935 and a new Dodge that is considered one of the outstanding sales successes in the industry, "A glutton for punishment and a miser for upkeep."



A departure from the old way of discussing brake efficiency in automobile advertising. This dramatized copy drives home an argument for Dodge brakes much better than engineering data.

#### New Patterns in Copy—A Strong Slogan

It remains to discuss the interesting features of the new Dodge advertising, or that period of its advertising history which started in 1932 when the management decided to back the new car with a heavy and aggressive type of automobile advertising. It soon proved a departure from the copy patterns that had been employed heretofore by the industry. The slogan "Just a Few Dollars More Than the Lowest Priced Cars," went over in all periodical advertising. Spreads in weekly magazines carried liberal Gothic headlines telling you how much more you got in a Dodge than in the lowest-priced cars, for just a few dollars more.

The agency retained Dodge's big appeal, dependability, but dramatized it in a new manner which rendered that appeal more articulate. Instead of merely saying, "Dodge is a Dependable Car," the copy experts illustrated that dependability in various ways. Action photographs showed it, for example, rolling over in test pits; enduring

"torture" tests in the laboratory and on the road. In one such photo a rugged Dodge sedan is shown leaping several feet into mid-air after striking a sand bank, returning to earth unscathed.

#### The Purpose of the "Torture" Tests

The criticism that the average driver does not subject his car to such dare-devil driving misses the point. The purpose of such tests is to demonstrate the all-around ruggedness of its construction and



## Dodge Economy Slashes Driving Costs ...

**Owner report 19-22 miles per gallon**

THESE ARE THE TESTS DODGE OWNS! MRS. ANDERSON'S DODGE SEDAN IS A REAL MONEY SAVING! IT'S TRUE, MR. WARDEN? MY CAR ALMOST 5 MILES BEHIND PER GALLON IN OLD NEW DODGE. IT'S A REAL MONEY SAVING!

THESE ARE THE TESTS DODGE OWNS! MRS. ANDERSON'S DODGE SEDAN IS A REAL MONEY SAVING! IT'S TRUE, MR. WARDEN? MY CAR ALMOST 5 MILES BEHIND PER GALLON IN OLD NEW DODGE. IT'S A REAL MONEY SAVING!

**New Value DODGE** Presenting the Dodge with an appeal designed to draw quick attention, economy, which the copy tells us is "engineered" right into the car. For owners' testimony, Dodge goes to expert drivers instead of to celebrities.

its ability to withstand many years of hard driving; also its safety in the event of an impact.

The value of the steel body, for example, could be shown in no better manner than rolling the car downhill, with an operator at the wheel, and driving off under its own power. Floating power, a Chrysler Motors feature; hydraulic brakes, were similarly dramatized in "demonstration copy." Floating Power was shown in "with" and "without" comparisons. A driver is pictured, jittery and shaking, in a car without it, and then seated in a Dodge without vibration. The vibrationless motor principle was further illustrated by inducing a marksman to shoot from the car with the engine moderately accelerated, the muzzle of his gun resting on the motor.

A Dodge car is brought to an abrupt halt a few feet from an onrushing locomotive; to a sudden stop in the street before a woman and a baby carriage—to drive home pictorially the virtues of the hydraulic brake. Instinctively the reader puts himself in place of the driver in the picture; feels the new safety and assurance provided by such mechanical features.

#### Can Mechanical Features Be Advertised?

It has often been said that the mechanical features of an automobile could not be advertised—that people were not interested in brakes, engines, steel bodies and the like. But that was because these features had never been dramatized in an interesting way, nor had they been humanized. So, instead of talking about hydraulic brakes, their benefits were illustrated.

Dramatic illustrations took the place of technical descriptions in cold type. The fast, brilliant performance of the Dodge car as against heavy, old-fashioned, obsolete motor cars was illustrated by showing a picture of two horses racing—one a percheron, the other a racer.

This type of Dodge advertising prevailed through 1933 and most of 1934.

#### A "Smoke-up" Campaign in Newspapers

To introduce the car in 1935 a "smoke-up" campaign was resorted to—small space in newspapers from coast to coast running about a month. The smoke-up drive was based on testimony of expert buyers the country over who had seen the car and who pronounced it the top automobile value.

A feeling of suspense was created by this copy prior to the first showings of the new Dodge. This type of advertising was continued after the car's introduction. The evidence was grouped in larger space and illustrated with exceptionally fine photographs of the car itself, together with the price announcement—\$645, less than the 1934 Dodge.

More Dodge features developed by its engineering department

permitted its advertising to sound a major chord on economy. Longer water jackets, automatic spark control and automatic choke, "make it easy for an owner to average from 18 to 24 miles to a gallon of gas with corresponding savings in oil." It provided the 1935 Dodge with its advertising keynote—economy.

The resourceful Dodge engineering staff introduced additional advances on the 1936 car, including new spring suspension, a steering mechanism relieved of road disturbances, a "ride levelator" to synchronize spring action; even more rugged bodies for seven redesigned models, safety lighting system. Readily perceiving the market awaiting a motor car with so strong an appeal, the Dodge management opened the till on advertising and sales figures headed upward. At this writing sales are well above last year, exceeded only by Ford, Chevrolet and Plymouth.

There have been few "comebacks" in the motor industry. Automobile men will tell you that Dodge has accomplished the impossible in its remarkable return to public favor under the Chrysler banner. For this result credit must be given to progressive engineering and sales policies, coupled with liberal and the most intelligent sort of advertising.

## Standard Oil Company (New Jersey)

### ARTICLE XII

(STANCO, INC., SUBSIDIARY)

WHEN we think of the vast international oil and gasoline business of the Standard Oil Co. (New Jersey), few of us realize that through their subsidiary, Stanco, Inc., they operate a far-reaching, international business in specialties developed as by-products. To market these specialties in an organized way they have set up a subsidiary called Stanco, Inc.

"Stanco," as this company is commonly known, operates in 125 countries marketing a large number of products of which the leaders in the public eye are Flit, Nujol, Mistol, and Daggett & Ramsdell cosmetics. Stanco does a large business in commercial alcohols and white oils for trade and industrial use.

Thus we find a great oil company using all of its brains and efficiency to sell insecticides and nose drops and using the talent in its research laboratories to perfect the best "internal lubricant." To dispose of these specialties, the oil company has had to enter the most highly competitive marketing fields foreign to the oil business. This means that they have had to develop artistic and effective packages, to originate many successful advertising and merchandising campaigns, and to keep abreast of the times in a field where selling strategy changes day by day to keep pace with shifting styles and the whims of the public mind.

#### A New Use for Petroleum

The present Stanco operations started off with Nujol in 1915. Just prior to this time a leading British surgeon had demonstrated the great possibilities of internal lubrication as a relief for constipation, and as an aid to the surgeon and doctor where conditions



**The Cave Man Hunted for His Supper**

In order to secure a meal the cave man chased an animal over the hills and carried it back, perhaps many miles, to his home.

Our present day methods are infinitely simpler and easier. A phone call to the grocer, butcher, and the baker, will bring what we need.

New and better methods are continually supplanting the old. For many years castor oil, mineral waters, salts, pills, etc., were all medical science had to offer for the treatment of constipation.

Nujol works on an entirely new principle. Instead of forcing or irritating the system, it simply softens the food mass. This enables the many very muscles in the walls of the intestine, contracting and expanding in their normal way, to expel the food waste along so that it passes naturally out of the system.

Nujol thus prevents constipation because it helps Nature maintain very thorough bowel evacuation at regular intervals—the healthiest habit in the world.

Nujol is absolutely harmless and pleasant to take. Try it.

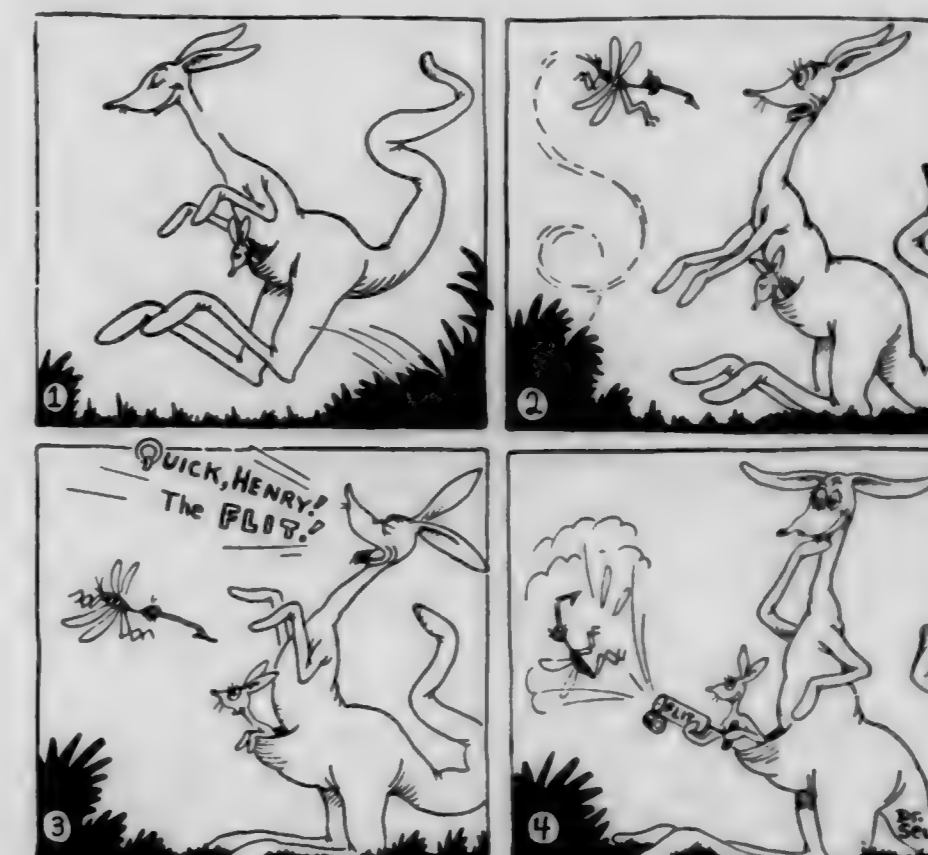
Nujol is sold by all druggists or mail order houses. Standard Oil Co. (New Jersey), 100 Broad Street, New York, for bottles. "Flinty Face" of Chicago.

*The Modern Method of Treating an Old Complaint*

Newspaper advertisement used for Nujol sixteen years ago. It was a merchandising idea employing newspapers which first gave Stanco a nation-wide market for this product. Magazines were added later.

made dangerous the use of irritating or exciting remedies. The technical staff of the Standard of New Jersey developed and perfected a colorless, odorless and tasteless internal lubricant as part of their long-time program of discovering new uses for petroleum. At first it was thought that this product would confine itself to use under doctors' directions.

But it was soon discovered that it was possible for the average person to treat himself beneficially and harmlessly, and then it was decided to place the lubricant on the market as a pharmaceutical specialty for sale to the consumer through retail drug stores. It was decided to call the product Nujol, and the direction of its marketing as a specialty was placed in the hands of the late F. H. Bedford, Sr., a member of Standard's board and a senior vice president in the big company.



One of the series of comic strip advertisements for Flit used in this country. Flit advertising, however, is varied to meet conditions in Stanco's many foreign markets. The colorful Flit soldier, for example, has become one of the best known of international trade figures.

#### Winning a Nation-Wide Market

A novel merchandising idea was responsible for Nujol's initial distribution. An advertising campaign of roughly five full pages of space was prepared for newspapers and offered to the leading papers of the United States with the condition that Nujol must have at least 50 per cent distribution in the city's drug stores before the advertising was run. The publishers saw an opportunity in this offer and sent their representatives out to the drug stores to promote Nujol with the result that with few exceptions the principal communities of the country were covered by the campaign in short order. The plan clicked beautifully and Nujol won a nation-wide market in record time. This program was an eye-opener to the newspaper publishers on the value of merchandising co-operation with advertisers.

After national distribution had been established and sales volume indicated a satisfactory and substantial market, national magazine advertising was added, and over the years both newspapers and magazines have carried the burden of Nujol advertising.

Flit was the next Stanco product. The Standard of New Jersey laboratories perfected an insect killer using a highly refined oil as a base. The selection of the name Flit for this insect spray was a happy discovery. Short and easy to pronounce, and rolling off the tongue easily in practically all foreign languages, it is a pleasant name for sales and advertising people to work with.

#### A New Insecticide and a Test Program

However, the international marketing of a liquid insecticide was a new thing in the world. For hundreds of years insecticides have been known and sold by pharmacists or small manufacturers in a local way. So before plunging into national or international marketing, a Flit test program was carefully drawn up and tried out in the New Brunswick, Trenton and Paterson, N. J., markets as well as Yonkers and White Plains in New York, and Stamford in Connecticut. These tests left Flit on a see-saw. Some indications were good and some not so good. But it was decided to make a more comprehensive experiment in the next year (1925) and 200 newspapers covering a large part of the country were used with gratifying results.

So Flit went right ahead year after year expanding its business and using both newspaper and magazine advertising. The formula for the advertising was very simple. The public need for an insecticide is indicated by reminders that insects are carriers of disease and infection, that they damage food and clothing, and that their biting and buzzing is a nuisance, which, although comical in some respects, can have serious results. Then Flit is presented as a fast and sure destroyer of these pests and clear directions are given as to how it should be used. This is the underlying story that all the advertising has always carried, but the general appearance or the pictorial impression the advertising gives when first seen is shifted to meet conditions in the country or climate where the advertising is to run.

#### Varied Advertising to Meet Conditions

In certain sections of the world the malarial mosquito transmits a malignant and fatal form of that disease and in such areas Flit copy should not and does not pussyfoot. It comes right out and presents the horror of the situation, and properly so, in the interest of public health. In certain parts of the world where insects are not such a deadly menace, Flit copy need not be so direct. And the type of insect varies from country to country so Flit advertising changes to meet these changing conditions, but it always sticks to its basic formula of presenting the product as an efficient agent to meet an important human need.

Flit advertising and marketing has always been interesting and often amusing. The alert colorful Flit soldier marches all over the world. Without saying a word, he is understood in every country and has become one of the best-known and best-liked international

trade figures—an American trade ambassador of no small ability. The Flit name has entered into the language of many countries, often becoming a generic term for insecticide. Flit is frequently used as a verb, the French "fliter" meaning to flit or to spray an insecticide. However, if you wish to say Flit in French, it should be pronounced "F-l-e-e-t." In China where you buy advertising space by the square inch, Flit is available in every little community. In Finland, in the Arctic Circle, large quantities of Flit are sold because in the short, delightful summer there great swarms of mosquitos spring up almost overnight, and there are no screens.

#### Another Consumer Product

Mistol was the next consumer product developed by Stanco. For generations doctors and druggists had been prescribing and preparing oil sprays and drops for the nose and throat for the relief of colds and other irritations. But no one had ever developed such a product and gone to the public nationally in the United States or internationally.

When the technical men of Standard of New Jersey were originating Mistol, they recognized that the product must be fine enough to win the approval of the medical profession for self use by the public following simple directions. Therefore, it was only after a period of several years experimentation that Mistol was given general public introduction. During this experimental period, Mistol was first placed on the market without advertising and doctors were sampled and interviewed by the thousands in order to make sure of the attitude of the profession. Finally, with carefully worded newspaper and magazine advertising, Mistol became the first internationally known, publicly sold, and advertised nose drop. And when it did so, it carried along with it the good-will of the doctor and the druggist.

#### A Business Developed from By-products

When you think it over, it is not strange after all that a great international oil company such as Standard of New Jersey should also be a great international marketer of specialties derived from its basic product, petroleum. If the oil company uses infinite care in developing its major products, there is no reason why it should not do the same thing with its by-products, particularly when these by-products in themselves represent a good big business from anybody's point of view. Thus, Stanco and its activities in fields which may seem remote from gasoline and grease is nevertheless a simple and natural expansion of the oil business of the parent company.

## Chrysler Corporation

### ARTICLE XIII

CHRYSLER Corporation is the youngest of the "big three" in the automobile industry. But its youth has no relation to its progressiveness either in manufacturing or selling methods. Ever since its beginning it has been recognized as a leader in its field—a pioneer in style changes and engineering improvements, many of which have later become standard in the industry.

Since 1923, when its first car was announced—today it manufactures four lines of passenger cars, trucks in every price class and certain specialties—its advertising has followed two guiding principles: to sell the quality of its products, and to develop good-will for Chrysler Corporation.

Walter P. Chrysler never did believe that a well-made car rolling smoothly along the highway was enough advertising. He believed that paid advertising was important and consequently it plays a definite and substantial part in his selling program and in the development of prestige for the company.

When Mr. Chrysler was called upon in 1921 to take hold of the Maxwell Motors Co., a financial invalid with debts of \$20,000,000 and 26,000 unsold cars on its hands, an aggressive advertising campaign supplemented the measures which he employed to get it back on its feet. He reorganized from top to bottom, sold the 26,000 Maxwells, found new dealers and made the Maxwell a better engineered car.

The advertising history which we want to review in this article, however, started late in 1923, when Mr. Chrysler announced in a national magazine that he was about to introduce the first car bearing his name. His first advertisements were devised with the same fundamental point of view as Chrysler Corporation follows today.

In that instance, his advertisements were written to sell the car he was going to make and develop good-will for the company he was going to form.

#### Third in Sales—a Rapid But Stable Growth

He organized the Chrysler Corporation in 1925 and in the short space of three years that corporation reached third place in the industry's sales. Advertising was expertly devised and in its advertising expenditures may be traced consistently its rapid, yet stable, growth. Newspapers and magazines have carried the bulk of the corporation's space advertising.

When 1928 was reached, Chrysler advertising was appearing in twenty-five national magazines and in more than 2,200 daily and weekly newspapers. Supplementing it were 5,000 poster displays, 350 painted bulletins set up in various sales territories, and "dealer helps" represented by literature, window displays, novelties, posters and the like. The year 1928 was one of expansion for Chrysler.

## Because 4 Famous Cars Had Unseen Value

—a great industry moved forward

#### BEFORE BUYING A CAR —ASK YOURSELF THESE 5 QUESTIONS

1. Has it proper weight distribution?
2. Has it genuine hydraulic brakes?
3. Is it economical to run?
4. Has it flowing power?
5. Has it all-steel body?

ONLY CHRYSLER-BUILT  
CARS HAVE ALL FIVE

THESE ways of progress are strange indeed. Great achievements do not always take place in the glare of triumph and the plaudits of admiring millions. Often from humble beginnings true greatness comes to substance and breeds all things associated with it.

In 1928 Professor and Madame Curie—without money and without proper equipment—began a series of experiments to discover more about the amazing phenomenon of radioactivity.

Their laboratory was crude, almost primitive. The only one suitable for their experiments which they could secure in sufficient quantities was pitchblende...

But they had genius—and pitchblende had none. They found for years that they anticipated in that heavy brown ore with the pitchy lustre. They found an amazing new element, as precious as to be almost priceless, the most valuable metal in the world—radium!

Like the radium in pitchblende, the Unseen Value in motor cars is not visible to the eye. It is not interpreted alone in iron, rubber and steel. It is not expressed only in beauty, safety, power or speed. There are the familiar qualities of a motor car—the qualities which everybody has a right to expect.

It is in the conception of a car that you must seek its Unseen Value—in the ideas and details of the organization behind it.

And Chrysler-built cars possess the Unseen Value to an exceptional degree. For the ideal of Chrysler Corporation has always been to improve cars in every possible way.

Its policy has been to put into them, not merely the best available materials, but also the inspiration, the genius, the engineering skill of the men with whom Walter P. Chrysler

and his associates have surrounded themselves.

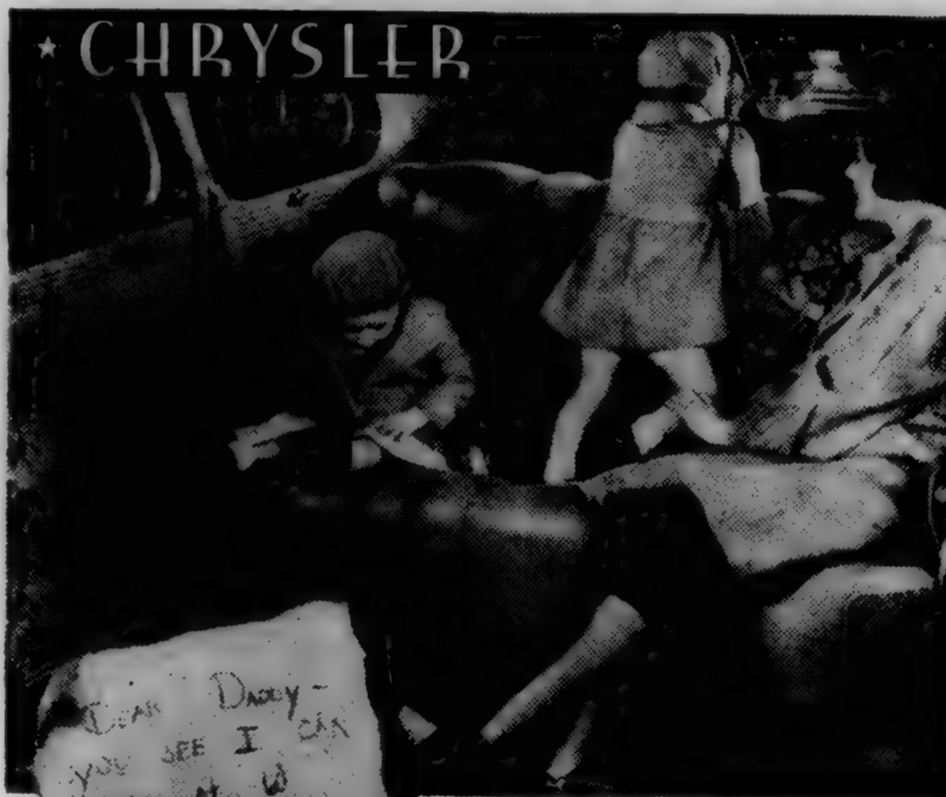
Four cars with exceptional Unseen Value

Chrysler Corporation is an industry pioneer because devoted mostly to the manufacture and sale of cars. To grow from a humble beginning to a vast industry producing a livelihood for almost half a million people requires something far greater than will alone.

Chrysler Corporation is proud of its contribution to the progress of the American automobile industry as a whole. Proud of the four famous cars made and marketed by the Plymouth, Dodge, the DeSoto and Chrysler. Proud, also, of its Dodge Trucks and other products. They all possess Unseen Value to an exceptional degree.

And Americans have been quick to recognize the Unseen Value in Chrysler-built cars. For every fourth car sold today is a Chrysler-built car. Chrysler Corporation alone, of all American car or truck manufacturers, has expanded its rate of production for the year 1928.

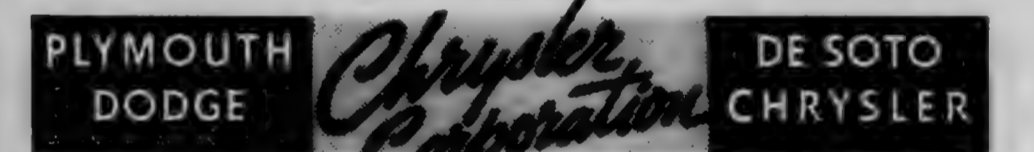
Remember Madame Curie and the amazing Unseen Value of pitchblende when you buy a motor car. Remember the exceptional Unseen Value inherent in cars built by Chrysler (Plymouth, Dodge, the DeSoto, Chrysler, and Dodge Trucks.



YES, SON... and you're safe  
in a bridgework of steel"



This Chrysler advertisement was one of a series which appeared several years ago in national publications to emphasize the safety and rugged construction of the Chrysler. This has been carried out in an unusually effective manner.



YOU GET THE GOOD THINGS FIRST FROM CHRYSLER CORPORATION

One of the Unseen Value series of Chrysler institutional advertisements which have been running this year in newspapers and magazines. This theme has permitted the copy writer a wide selection of subjects with which to drive home the Unseen Value argument. The series aroused wide comment.

Corporation. Dodge Brothers properties were acquired and the production of Dodge passenger cars and trucks developed under Chrysler management. The Plymouth and DeSoto cars were both introduced. At the same time the corporation began to manufacture marine engines, motors for farm and industrial use and many other varied parts for automobiles, many of which are sold to other manufacturers. With this expansion in production went expansion in advertising and sales methods. The Chrysler Corporation advertised Plymouth, Dodge and DeSoto passenger cars and Dodge trucks in the same vigorous, aggressive way as it had advertised the Chrysler car up to that time.

It may be interesting at this point to summarize the Chrysler Corporation expenditures from 1924 to 1935 in order to get an idea

of the business in which advertising has figured so prominently. It totals, in the words of the company, "\$2,866,047,079 of Wealth Created and Distributed":\*

Materials and supplies .....	\$1,761,909,210	61.43%
Wages and salaries .....	533,802,608	18.61%
Engineering, selling, advertising, administrative expenses, etc. ....	176,731,374**	6.16%
Depreciation and amortization .....	131,551,124	4.59%
Taxes .....	87,136,209	3.04%
Interest .....	24,874,354	.87%
Paid to stockholders .....	84,800,858	2.96%
Retained in the business .....	67,241,342	2.34%

\* From "Some Facts About the Products and Growth of Chrysler Corporation."

\*\* Other than wages, salaries and materials

The expenditure of \$176,731,374 for "engineering, selling, advertising and administrative expenses, etc.," is an average annual expenditure of over \$16,000,000, and as it does not include salaries or materials it may be inferred that it largely represents advertising and promotion. In light of the results achieved, the expenditure, 6.16% of the whole, must be set down as the "top" Chrysler investment. The company also stands to benefit in years to come from such activities, due to the "sinking fund" nature of sustained advertising.

#### Distinctive Appeals—Dramatized Copy

Chrysler advertising, institutional and product, is and always has been distinctive in its appeal and presentation. Chrysler engineering quality, safety performance and riding comfort have been featured to a large extent in advertisements depicting mechanical features. For example: Chrysler Corporation cars have been pictured rolling down hill, buckety-buckety, to demonstrate the ruggedness of their safety-steel construction. Brake efficiency has been dramatized with illustrations of breath-taking stops. The strength of floating power engine mountings has been demonstrated graphically by suspending a complete car from one of them. All the campaigns—about floating power, engine mountings, hydraulic brakes, quality manufacturing, style leadership, airflow design, scientific weight distribution, etc.—have evidenced unusual advertising appeals with which everyone is familiar.

The radio has been extensively used both in respect of the different Chrysler Corporation cars individually and the corporation as a whole. At the present time the corporation is carrying on a popular radio program to supplement its newspaper and magazine advertising of its Plymouth cars, another to advertise its Chrysler cars, special transcription programs to advertise Dodge cars and used cars.

Chrysler Corporation institutional copy fundamentally follows the same principles as the individual car copy. At the present time a special series is being devoted to selling the "unseen value" in Chrysler-built products. To sell its automobiles in conjunction with this campaign it incorporates with its institutional copy a box referring to six important mechanical features, exclusively found in its cars, and at the bottom of its copy includes the names of its individual products.

The "unseen value" series began in newspapers and magazines in the early part of 1936. The first advertisement sketched the

colorful growth of the company and led the reader to a discussion of "unseen value" in Chrysler cars, "greater than steel . . . greater than iron . . . is the unseen value in the car you buy." Other advertisements in this series call attention to the "unseen value" in a Stradivarius, in the pitchblend from which Curie obtained radium, in the fact that as "best sellers are not made by their covers, so winning cars are not alone what the eye can see," priceless metal in an undiscovered mine and the "unseen value" in an uncut blackened diamond—to symbolize the "unseen value" in the corporation's products and a background for its slogan: "You Get the Good Things First from Chrysler Corporation."

#### Other Series—Contributions to Safety

Double bleed color advertisements in another series advertise "unseen value" by graphically depicting the years of engineering research involved in the manufacture of Chrysler Corporation products and the great care and precision used in order to see that these products live up to the highest quality ideals. For example, one is devoted entirely to hydraulic brakes; another to the delicate instruments which are used in the Chrysler engineering laboratories—how some of these instruments can make one-thousandth of an inch look like a mile to well-trained inspectors.

There is another departure from the ordinary in Chrysler advertising which has been developed recently in a rather striking manner—the idea of introducing the reading public to key individuals and departments in the organization. An extended full page copy schedule for weekly presentation this year, for example, devotes each layout to a technician or to a vital step in Plymouth manufacture, with photo, names and description of the work done. You "meet Joe Colter, professional hair-splitter," who performs micrometric finishing work on crankshafts, or the department which chemically tests materials entering the car.

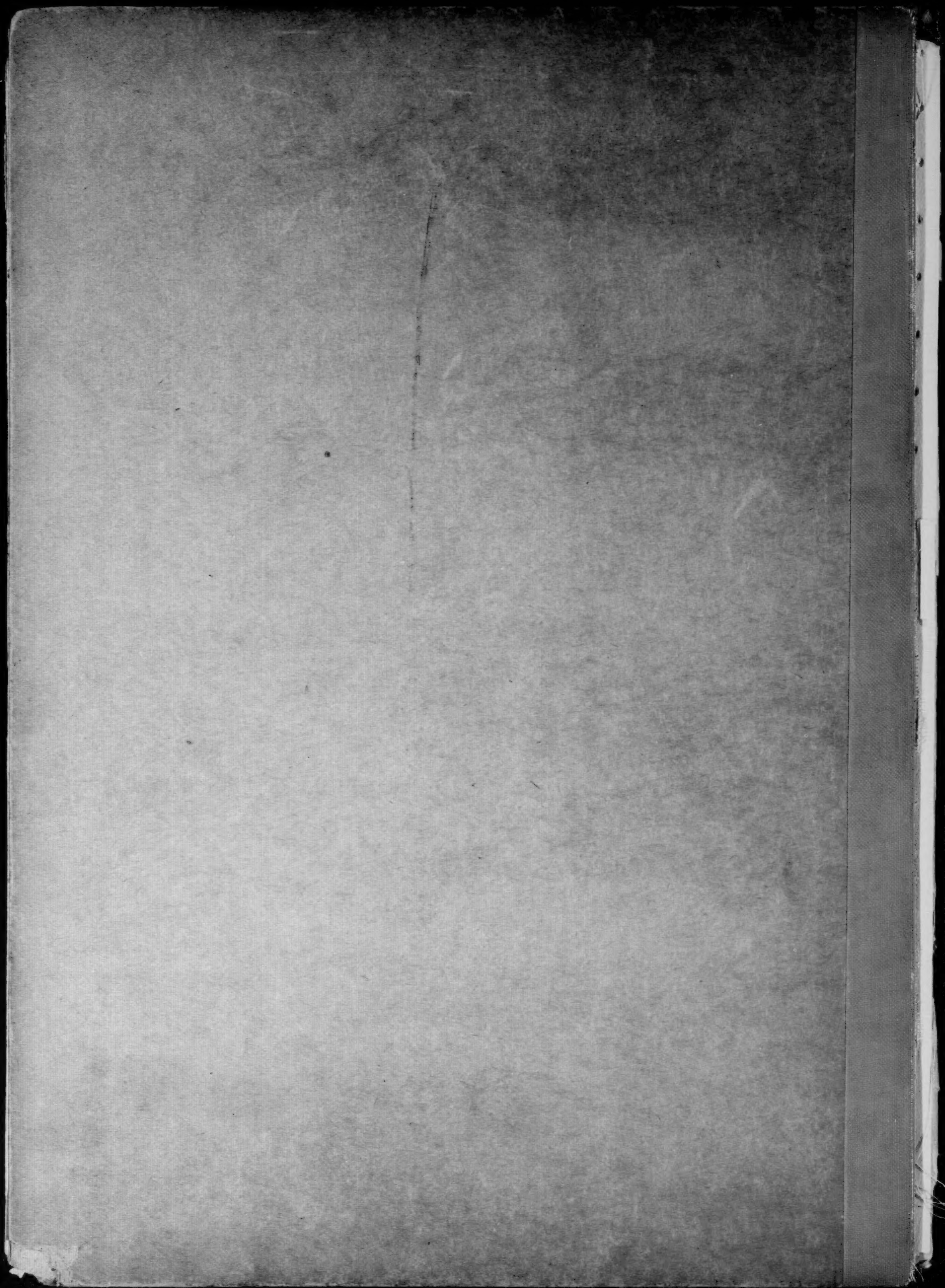
Other corporation institutional activities include special attention to the safety problem. A safety pamphlet by Walter P. Chrysler entitled "It's Up to the Driver" is given to the purchaser of each new Chrysler-built car. Safety motion pictures have been prepared in co-operation with the National Safety Council. "Safety education cars" have been equipped for police departments and the corporation has identified itself with many civic and private movements aimed at accident reduction.

In order to advertise the sound policies of its management and to interest the stockholders in its products, Chrysler Corporation sends them with each dividend special enclosures. "Chrysler Corporation sends to its stockholders with this letter checks for the 28th cash dividend," one starts off and ends with a personal invitation, "Look at these new Plymouth, Dodge, De Soto and Chrysler cars..." In these letters, folders or pamphlets are discussed activities, policies and products of the corporation to the end that the stockholders may "influence the earnings of this company tremendously by interesting their friends in Chrysler Motors products."

It is evident that the stockholders, their friends and lots of other persons are reading the Chrysler advertising. To quote this huge advertiser, "By no stretch of the imagination can it be believed that automobiles 'will sell themselves' . . . The market, always highly competitive, is now more so than ever. The rewards will be won by ability, intelligence and enterprise."







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